

**Minutes of the Meeting of the Corporation of West Thames College
Held on Thursday 10 July 2019 in the Banks Room**

Members Present Mr S Wilcox (Chair) Ms T Aust Ms A Patterson
 Ms C Ajit Singh Mr J Bolt Mr T White
 Mr M Marks

Also present Mr J Allen Mr M Cooper Mr G Baker
 Mr D Evans Mr M Michaelides

The meeting commenced at 18.00

41. APOLOGIES, QUORACY & FAREWELLS

Apologies were received from Mr James Bryant and Mr B Armstrong.

The Clerk confirmed the meeting was quorate.

This was to be the last meeting attended by Alma Patterson, the staff governor. The Chair, on behalf of the Corporation, thanked Alma for her contributions since joining the Board in 2010.

The Clerk confirmed that elections for the position of staff governor are to be arranged for September/October so that the appointed staff governor is available to attend the first Corporation meeting for the next academic on 16 October 2019.

42. DECLARATIONS OF INTEREST

It was noted that there was an update item on Heathrow Airport in the Executive Report for Governor's information. Should there be any discussion on this item, it was agreed the Chair would not participate due to his employment position with the airport.

There were no declared interests against any agenda item.

43. MINUTES

The minutes of the Corporation meeting held 03 April 2019 were approved as an accurate record of the meeting.

44. SUMMARY ACTION LIST & MATTERS ARISING

The 'Summary Action List' was received. The following updates were made available against each outstanding action point from the previous meeting:

Ref & Date	Action	Review Update 10 July 2019
32	Insolvency KPIs to be agreed and to be reported on in a separate table in the Management Accounts.	The following update is provided in the report from the Finance Committee - Paper 13. <i>In terms of further clarity and better use of the data dashboard, it was AGREED more work is required on solvency KPIs in terms of adding more detail and</i>

		<i>commentary covering cash days in hand, cash reserves and the one bank covenant dealing with operational leverage.</i>
34	To prepare governors for the inspection that is expected to take place next term and to arrange to make available an updated governor briefing covering the key questions that could be asked of them and for an interview rehearsal to be arranged.	Covered at the May Strategy meeting
35	Governor Link Visit Reports It was noted that it was agreed at the Quality & Equality meeting that when all reports have been received for these to be made available to Committee's Chair to produce a summary of the visits. The summary to be subject to a facilitated discussion at the scheduled strategy meeting in May to identify common themes and issues arising from the visits.	Paper 12
36	Audit Committee Membership: Suggestions were made that will be followed up the Chair of the Finance Committee and Director of Finance.	Paper 8
37(vii)	Any performance related pay suggestions for future years, to be brought to the Corporation first for discussion.	On-going
39	It was reported that the Chair will be arranging one-to-one meetings with each governor and these will be arranged for the summer term meeting.	Paper 8

45. DETERMINATION & GOVERNOR APPOINTMENTS

The Corporation approved the following recommendations from the Search Committee:

- (i) To increase the Board membership numbers to 14 with effect from 01 August 2019;
- (ii) To appoint Ms Barinder Sandhu to be a governor with effect from 01 August 2019 to 31 July 2023; and
- (iii) To appoint Mr Mukesh Malhotra to be a governor with effect from 01 August 2019 to 31 July 2023.

46. EXECUTIVE TEAM REPORT

The Executive Team Report provided Governors with updates on the following topics:

- Ofsted & new Common Inspection Framework
- Strategic Planning
- Post 18 Education and Funding Review – the Augar Review
- Strategic College Improvement Fund (SCIF)
- Skills Centre Lease
- Financial Matters
- Leadership & Management Staffing Update
- Achievement Rates
- Partnerships
- Student Awards and News

Post Inspection Action Plan (PIAP)

Following Governors' Strategic Planning Session in May, it was agreed to maintain a separate PIAP for 2019-20. This would be based on the progress made in 2018-19 against the PIAP and the Executive would determine which actions needed to be taken forward. Following the July review of the PIAP, the Executive Team have identified the following areas for governors to consider and agree.

- To retain the focus on teaching, learning and assessment (TLA) by continuing to consolidate the individual Afls in the 2017-18 PIAP. The monitoring of TLA will need to reflect the new judgements around the Quality of Education in the new Ofsted Education Inspection Framework (EIF), whilst still evidencing the improvement journey that the College is on. Significant progress has been made but the intention is to maintain a focus on the following areas:
 - Attendance and punctuality within lessons, Engagement in learning, Meeting individual needs, Assessment and progress, English & maths, Personal development and Behaviour and attitudes.
 - A continued focus on attendance.
 - Achievement rate targets – broken down by provision type.
 - A focus on underperforming areas (level, curriculum section, GCSE English & maths, Functional Skills Level 1 English & maths).
 - WEX and students' experience of work related opportunities for Programmes of Study.

It was confirmed these targets will be measured and impact assessed via the learning walks, the 5 measures and the agreed set of KPIs for teaching, learning and assessment. These improvement targets will fall under goal 1 of the College's 3 goals which is to provide an '*outstanding learning experience for all of our students*'. These will be reported to governors via the data dashboard.

The Corporation fully endorsed the proposed approach for the PIAP 2019-20.

Development Plan 2019-20

As agreed at the May Governors' Strategic Planning Session, the focus of the Development Plan 2019-20 will be on Goal 2 and Goal 3.

Goal 2 – *To be innovative and responsive to current and future needs of our communities.* The proposal is for the focus to be on the following target areas:

- 2.1 All curriculum sections to extend employer engagement activities, resulting in a positive change for curriculum design and delivery.
- 2.2 Ensure the information gathered regarding students' destinations is used to inform curriculum planning that meet local needs and is purposeful in continuing to provide students with progression routes.
- 2.3 Address key areas for improvement agreed with the Students' Union Executive and Student Experience Group.
- 2.4 Ensure enrolment in-year and recruitment activities planned for next year secure student numbers to meet allocation with timely actions taken in any areas of concern.
- 2.5 Grow and diversify income through increased partnership work and the development of new opportunities to improve the utilisation of the college estate.

Goal 3 – *To provide an excellent environment and resources.* The proposal is for the focus to be on the following target areas:

- 3.1 Leadership & Management Programme – complete the final module of the external AoC Leadership & Management programme for the College Management Team as part of our drive to have Outstanding Leadership & Management. As part of this, we will continue to embed the successful project working group model started in 2017-18.
- 3.2 The creation of a highly skilled workforce through a targeted programme of professional development. We will build on the CPD programme from 2017-18 to continue to upskill staff to meet current and future requirements.
- 3.3 Financial targets – in line with good practice in the sector, to further develop curriculum area accounting and contribution analysis to include regular reporting and monitoring of financial contribution against targets to help inform longer-term curriculum planning.
- 3.4 Further develop the data dashboard to enable a more effective and efficient monitoring of KPIs with Governors through improvements to presentation and use at Corporation and subcommittee meetings.
- 3.5 Develop a robust and sustainable property strategy closely aligned to the capital investment plan. The strategy will provide a safe, secure and high quality learning environment that meets the current and future needs of our students.
- 3.6 To consolidate the long term vision for the College ensuring that the short to medium term objectives enable this to be realised.

Following review, it was **AGREED** to amend 3.4 to read 'Further enhance and embed/utilise the data dashboard.....'. Subject to this amendment, the Corporation fully endorsed the proposed approach for the Development Plan 2019-20.

Governors asked what would be the expected output from 3.6? In response the Principal confirmed there will be a 3 Year Strategic Plan (2019-2022) that will be developed through work undertaken under point 3.6. The intention is for the Plan to demonstrate the longer strategic direction of the College. This will be finalised once the Development Plan objectives for 2019-20 have been agreed. Once finalised, the Corporation will be asked to review and approve the Plan.

Skill Centre Lease

It was **AGREED** that should the Lease for the Skills Centre be finalised before the next Corporation meeting, to delegate authority to the Chair to sign the Lease on behalf of the Corporation. Any action taken through delegated authority to be reported to the Corporation.

Partnerships

Partnerships continue to thrive and develop as outlined in the report. The Corporation welcomed the examples provided in the report of the College, through the membership of the Principal on a number of local business and community advisory Boards, being actively involved in community and business partnerships.

Award Ceremonies

The Corporation placed on record thanks to staff and students for the excellent award ceremonies held at the end of the academic year.

It was **RESOLVED** to note the report.

47. MONITORING OF COLLEGE PERFORMANCE

Under this agenda item, the following approach was noted:

- (i) To conduct a 'live' review of the KPI/Data Dashboard;
- (ii) To receive for information purposes the College's Development Plan 2018-19 (Goal 2 & Goal 3) and the PIAP 2018-19 (Goal 1) - These were reviewed and discussed in detail at the last QEG meeting; and
- (iii) To receive for approval the updated Governance section from the PIAP 2018-19

(a) 'Live' Review of the Data Dashboard:

Financial KPIs:

Financial health assessment using the funding agency benchmarks remains a solid 'Good'.

Cash reserves are healthy.

Staff costs are at 66.6% against the budget target figure of 66.1% due to catering having had to be brought back into in-house staffing arrangements. If this had not occurred the staff cost figures would have been 65.8%.

Bank covenants are being met.

As at the last ILR return of 6 June, the College had enrolled 1,816 students against the allocation of 1,915. This figure is not expected to change, giving a full-year shortfall against the student number allocation of 99 students (5.2%). This year's under-recruitment has resulted in a reduced allocation of 1,803 students for 2019-20. This will have a corresponding reduction in funding of £658k.

2018-19 Adult Education Budget funding is currently projected to exceed the funding contract of £3,235k by £194k. The forecast of £3,429k includes £97k funded over-delivery against last year's allocation, which was received in December 2018, and forecast over-delivery of £97k for the current year.

Teaching, Learning & Assessment KPIs:

Attendance is currently at 85.5%, 1% above the end of year position for 2017-18, but 1% below the end of year target. There is improved attendance figures in 5 of the 6 focus areas of the SCIF project.

The data dashboard is still work in progress with more work required on confirming definitions for some of the Quality KPIs and measurements and showing real time data.

A discussion took place on forecast student recruitment for 2019/20. It was confirmed current applications and offers are in line with previous years, but they key point will be the numbers who attend enrolment. It was **AGREED** to report to the Quality Committee on student recruitment and the analysis undertaken internally on expected future demand and College provision to be offered to meet the demand.

In discussion it was noted, as part of the enhancement of the Data Dashboard, of the importance to ensure its use at all levels in the College, not just for governors. The Data Dashboard is a key tool for all managers to use to monitor performance against agreed College KPIs.

(b) Updated Governance Section from the PIAP:

The Chair of the QEG and the Chair of the Corporation made available for Corporation approval an evaluation summary for inclusion in Section 7 of the PIAP to demonstrate how Governors have addressed the area of weakness identified by Ofsted at the last inspection.

Following review, it was **RESOLVED** to approve the evaluation summary for inclusion in Section 7 of the PIAP, subject to changing 'SLT' to read 'ET'.

Governors welcomed the positive work of staff in implementing the PIAP and the positive outcomes achieved during the year, resulting in an enhanced and improved student experience. The Principal confirmed she would pass this message of endorsement to all staff at the Development Day scheduled to take place this Friday.

48. MAY STRATEGY MEETING

The notes, and agreed outcomes, of the Corporation's Strategy meeting held on 15 May 2019 were received.

The ½ day strategy session consisted of three parts; a tour of the Skills and Logistics Centre, a preparation session for Ofsted and some time as Corporation to look at the long-term future of the college. There was also a verbal update on the themes coming from the on-going Governance Review.

The Chair facilitated an interactive session exploring the future long-term strategy for the college. The session was designed to provide an opportunity for debate rather than setting a particular strategic outcome or direction.

Feedback received on the overall long-term strategy session was positive and everyone valued the opportunity to ‘free think’ and explore rather than review specific recommendations from pre-work outside of the Corporation. The discussions allowed for everyone to explore what the college could potentially look like in the years ahead and what the impact of such decisions would be.

The meeting agreed to hold a longer strategy session with an external facilitator, with the aim to look at a longer term, more detailed 5+ year strategy.

It was **RESOLVED** to note the notes of the Corporation’s Strategy meeting held on 15 May 2019

49. GOVERNANCE REVIEW REPORT & ACTION PLAN

The Governance Review Report was received. Following review of the report, the Corporation endorsed the following action plan arising from the review:

No	Action Point	Who - Action point ‘Owner’
	Strategic Direction/Strategies:	
1	External facilitation for all strategy meetings	Chair/Executive
2	Updated/revised Property Strategy to be made available to the Corporation for approval	Executive
3	Make available a strategy to raise the profile of governors and governance with staff and students	Clerk & Search Committee
4	Strategies to be put in place to enable Governors to be better engaged with the ‘learner voice’ and ‘staff voice’.	Clerk & Search Committee
	Governance Processes:	
5	Further enhance the data dashboard and to make available further training to governors on how to best use the data dashboard	Executive & Clerk
6	Conduct a thorough review of the current Committee structure, terms of reference for the Committees, Scheme of Delegation, and on the reporting of the work of the Committees to the Corporation	Clerk & Search Committee
7	Review and improve the coversheets to be used for each agenda item to ensure clarity on required decision-making	Clerk & Search Committee
8	Develop team building exercises and social meetings away from the formal business meeting	Clerk & Search Committee
9	To implement yearly interviews between the Chair and each governor to include skills and performance.	Clerk & Chair
	Governor Recruitment:	
10	As a priority, to recruit another financially qualified Governor and to ensure that at all times there are two financially qualified Members of the Corporation	Search Committee
11	Increase the skills base of membership in the following areas <ul style="list-style-type: none"> ➤ Legal ➤ Marketing ➤ Property/premises 	Search Committee

	<ul style="list-style-type: none"> ➤ Audit ➤ Spiritual 	
12	Strengthen the current membership of the Audit Committee	Search Committee
13	Increase the ethnicity representation amongst Governors so that the governing body profile is more in line with the student and community profile.	Search Committee
14	A recruitment schedule to appoint new governors to be put in place to ensure there is a smooth transition between governors leaving at the end of their term of office and the appointment of new governors.	Search Committee and Clerk
	Succession Planning:	
15	Succession planning arrangements to be put in place to have in place a new chair for the start of the 2022 academic year.	Search Committee
16	Succession planning arrangements to be put in place to develop, advertise and recruit to a Head of Governance and Compliance role for the start of the 2021 academic year.	Search Committee
	Operational Matters:	
17	Results of space utilisation survey to be made available to the Finance Committee	Executive
18	The Corporation to continue to support the Principal to continue with CPD opportunities	Search Committee
19	The Corporation to support the Director of Finance on any FD CPD opportunities	Search Committee

It was confirmed the Governance & Search Committee is tasked with having ownership of, and overseeing of, the implementation of the action plan.

It was **RESOLVED** to note the Governance Review Report and resulting action plan.

50. TEACHING & QUALITY FOCUS

The following reports were received:

- (i) The Committee's report and minutes of the Quality & Equality Advisory Group that met on 13 June 2019;
- (ii) Evaluation summary undertaken by the Chair of the QEG on received Governor Visit reports

The report from the Quality & Equality Advisory Group reported on the meeting held 13 June 2019 that dealt with the following substantive items:

Higher Education Strategy:

Last years HE enrolment number was 160. For 2019-20 the most realistic picture based on no growth in HE numbers is for a total of 152, which then impacts onto 2020-21 and 2021-22, with numbers forecast to be 158 for both years.

Various growth opportunities for HE provision were discussed.

It was agreed to receive the first draft of a 'considered' HE Strategy paper at the October meeting of the Committee.

Review of KPI/Data Dashboard - Teaching, Learning & Assessment KPIs:
KPIs for teaching, learning & assessment were reviewed.

Performance Monitoring Report (Development Plan goals 2 and 3):
All but one objective under Goal 2 - *To be INNOVATIVE and RESPONSIVE to current and future needs of our communities* - were RAG assessed at 'Amber'. The remaining objective was assessed as 'Good'. No issues of concern were reported to the Committee on any of the 'Amber' assessments. All objectives under Goal 3 *To provide an EXCELLENT environment and resources* - were RAG assessed at 'Green'. No issues of concern were reported to the Committee.

Post Inspection Action Plan 2018-19:
The Committee noted that a lot of excellent progress has been made implementing the PIAP resulting in an improvement in the student experience, but there is still further work to be done. It was confirmed the PIAP would be the document to be made available to inspectors.

Predicted Achievement Report:
A key message for Governors to note is that the predictions are based on a thorough review by staff and the Executive on in-course progress of students - supported with an evidence base approached. Predictions are based on evidence, not assumptions.

Predicted achievement across the College is positive, with an improved position in all areas and in line with targets set. Overall the College forecast is for an achievement rate of 87% compared with 85.2% for the previous year.

SAR Process for 2018-19:
The report set out the proposed self-assessment process for 2018-19.

Risk Register:
The Committee conducted a review of those risks from the Risk Register that fall within the Committee's terms of reference. The Committee was assured with the mitigation actions being taken. No new risks were identified.

In terms of key risks/issues, that the Committee agreed to raise one area of concern to bring to the attention of the Corporation. The report to the Committee confirmed a predicted achievement rate of 58% for Apprenticeship timely achievement, but it was reported to the Committee the figure is now at 49%, 2% lower than last year.

The reason for the change in forecast was due to inaccurate withdrawal figures from last year that have impacted on this year's data. There was a failure to factor in 2018 withdrawals and the impact of these on 2019.

Of those 76 learners from 2018 who are still on programme, 75 will achieve in-year, so there will be no impact on next year's figure.

The Executive confirmed that for Ofsted a detailed explanation on the calculation and data issues would be made available to inspectors. The key message for Governors to note is that the Executive have identified what went wrong and have taken corrective action to address the issue.

Evaluation summary undertaken by the Chair of the QEG on received Governor Visit reports:

The Chair of the Committee made available a summary of received Governor Link Visit reports during 2019/20. In terms of recommendations arising from the analysis, it was noted the staffing barriers identified in the various reports were determined, to a greater or lesser extent, by the limited level of resources available to the institution, an issue which is of continued concern to the Board. It is recommended that more detailed consideration is given by the Board (or a sub group thereof) as to how the current resource situation might be addressed with regard to, in particular, future reward packages and staff recruitment / retention. Further consideration will be given on how to take the action point further, whether by a committee or a sub group.

The Clerk confirmed Governor link allocations for 2019/20 are to be confirmed next term.

The reports presented under this agenda item were **NOTED**.

51. FINANCE & ESTATES FOCUS

The following reports were received:

- (i) The Committee's report and minutes of the Finance & Capital Advisory Group that met on 19 June 2019
- (ii) Management Accounts
- (iii) College Budget 2019/20
- (iv) Two Year Financial Plan

The report from the Finance & Capital Advisory Committee reported on the meeting held 19 June 2019 that dealt with the following substantive items:

Review of Data Dashboard - Financial KPIs:

Financial KPIs were reviewed.

April Management Accounts:

At the last meeting it was reported through the January Management Accounts of a year-end forecast of an operating surplus of £415k, against the set budget of an operating surplus of £200k. However, the April Management Accounts were now forecasting a year-end operating surplus of £100k, a significant variance of £315k. The Chair stated that such a change in forecast of £315k in a matter of just a few months needs to be fully explained, recorded in the minutes, and brought to the attention of the Corporation at the July meeting.

College Budget 2019/20 and the Two Year Financial Plan:

The Committee was informed that in line with advice received during the recent FE Commissioner's diagnostic assessment visit, a realistic, prudent approach has been taken on forecast income. The budget assumes no growth in college provision, albeit a small increase of £22k on HE income fees which is a realistic assessment on current HE numbers.

The College budget is for a surplus of £100k in 2019-20 and £50k in 2020-21. The calculated Financial Health Grade as per the ESFA template is 'Good' in 2018-19 and throughout the forecast period to 31 July 2021.

Risk Register:

The Committee conducted a review of those risks from the Risk Register that fall within the Committee's terms of reference. The scores of two risks had a higher score since the last review - the risk around Brexit and commercial income. The Committee was assured with the mitigation actions being taken. No new risks were identified.

In terms of key risks/issues that the Committee wanted to bring to the attention of the Corporation, the following points were noted;

- (i) Borrowing commitments are being met but as income has fallen the forecast % of debt against turnover at 31 July 2019 has not reduced significantly from that at July 2018. The forecast of 41.6% results in a net score of 40/100 using the funding agency's formula. This is an area of potential risk that requires close scrutiny and monitoring from the Committee.
- (ii) The Executive Summary in the April Management Accounts provided the following reasons for the variance of a forecast year-end surplus of £100k against the budget of £200k:

Favourable

- £293k re staffing expenditure – volume-related savings (fewer students); unfilled vacancies and in-year deletion of posts not required
- £194k re AEB funding – 3% funded over-delivery re 17-18 (paid Dec-18) and 18-19 forecast
- £169k re LA funding of HNS – 7 students more than budget and higher average cost per student

Adverse

- £220k re Full-cost fees – 'Courses for Business' provision ceased (£nil); Logistics and other curriculum areas well below budget
 - £200k re Apprenticeships – new starts at around only 40% of target
 - £179k re partner provider payments – increased subcontracting of AEB
 - £144k re Schools Link fees – 14-16 Alternative Provision under-recruitment and recharge of additional support costs at lower levels than last year
 - £128k re HE tuition fees – enrolments down 20% v budget
- (iii) The Committee agreed that the College is in a good financial position but there is a risk of vulnerability in the next few years with further reductions in income and the need to generate additional income/reduce expenditures. The College will need to have a strategy to deal with this scenario.
 - (iv) The Committee endorsed the prudent approach taken by the Executive in putting forward a College budget for 2019-29 based on no growth forecasts, but as seen by the small forecast operating surplus of £50k for 2020-21, this approach is not without its risks.

After careful scrutiny and review of the assumptions behind the budget, it was **RESOLVED** to approve:

- (i) The College Revenue & Expenditure Budget 2019/20 and the 1% pay award factored into the budget; and
- (ii) The Two-Year Financial Forecasts 20120/21 and 2021/22.

It was further **RESOLVED** to:

- (i) Note the latest Management Accounts; and
- (ii) Note the unconfirmed minutes of the Finance & Capital Advisory Group that met on 19 June 2019.

52. **AUDIT FOCUS**

The report from the Audit Committee reported on the meeting held 26 June 2019 that dealt with the following substantive items:

Internal Audit Report on Payroll:

The audit involved a comprehensive audit of payroll activities for PAYE employees, with sample testing, to ensure that the College has in place adequate controls to ensure that payroll is appropriately authorised, calculated and monitored against budget.

A 'Substantial' audit opinion was given, with just one 'medium' recommendation and one "low/advisory" recommendation.

Draft Internal Audit Plan 2019-20:

This was made available for discussion and the final version will be subject to review and approval by the Committee at its autumn term meeting.

Subcontracting Controls:

Buzzacott are scheduled to undertake the audit on subcontracting controls and outcomes will be reported to the ESFA and to the next meeting of the Audit Committee

Audit Plan for the financial accounts year-ended 31 July 2019:

The Committee reviewed and approved the Audit Plan.

Strategic Risk Register:

The Committee reviewed the Strategic Risk Register and noted the reviews conducted of the Strategic Risk Register undertaken by the Quality and Finance Committee.

There were no key issues/risks arising from the meeting that needed to be brought to the attention of the Corporation.

It was **RESOLVED** to note the report and minutes of the Audit Committee meeting held 26 June 2019.

53. **GOVERNANCE FOCUS**

Nominations were also sought for the position of Chair and nominations were received for Simon Wilcox. No other nominations were received.

Nominations were also sought for the position of Vice Chair and nominations were received for Tommy White. No other nominations were received.

It was therefore **RESOLVED**:

- (i) To appoint Mr Simon Wilcox to be the Chair of the Corporation for the period 01 August 2019 to 3 July 2020;
- (ii) To appoint Tommy White to be the Vice Chair for the period 01 August 2019 to 31 July 2020; and
- (iii) Subject to amending the date of 7/11/19 to 6/11/19, to note the meeting dates for 2019/20.

The Clerk confirmed that following the appointment of the two new Members agreed at this meeting, a revised Committee membership for 2019/20 would be circulated to governors, with the target date of this being made available by the end of July.

54. ANY OTHER BUSINESS

There was no other business.

55. DATE OF NEXT MEETING

Wednesday 16 October 2019 @ 1800.

Meeting closed at 20.15

SUMMARY ACTION LIST

Ref & Date	Action	Review
41	The Clerk confirmed that elections for the position of staff governor are to be arranged for September/October.	16/10/19
46	Development Plan 2019-20: it was AGREED to amend 3.4 in Goal 2 to read 'Further enhance and embed/utilise the data dashboard.....'.	16/10/19
46	<u>Three Year Strategic Plan 2019-2022:</u> To be finalised once the Development Plan objectives for 2019-20 have been agreed. Once finalised, the Corporation will be asked to review and approve the Plan.	
46	It was AGREED that should the Lease for the Skills Centre be finalised before the next Corporation meeting, to delegate authority to the Chair to sign the Lease on behalf of the Corporation. Any action taken through delegated authority to be reported to the Corporation.	16/10/19
47	To report to the Quality Committee on student recruitment and the analysis undertaken internally on expected future demand and college provision to be offered to meet the demand.	16/10/19
50	A more detailed consideration to be given by the Board (or a sub group thereof) as to how the current resource situation might be addressed with regard to, in particular,	16/10/19

	future reward packages and staff recruitment / retention. Further consideration will be given on how to take the action point further, whether by a committee or a sub group	
50	The Clerk confirmed Governor link allocations for 2019/20 are to be confirmed next term.	16/10/19
53	The Clerk confirmed that following the appointment of the two new Members agreed at this meeting, a revised Committee membership for 2019/20 would be circulated to governors, with the target date of this being made available by the end of July.	16/10/19