

Minutes of the Corporation Board meeting held in the Boardroom, Derby Road site on Thursday 10 October 2013

GOVERNORS PRESENT: Ian Baggaley
Tim Clarke
Nevil Croston
Terry Dean
Malcolm Hall
Jean Hardy (Chair)
John Holford
Asha Khemka
Mike McNamara
Marie Oakton
Colin Sawers
Chris Winterton

ALSO IN ATTENDANCE: Maxine Bagshaw, Clerk to the Corporation
Andrew Martin, Deputy Principal
Patricia Harman, Deputy Principal
Tom Stevens, Executive Director: Capital Projects & Estates
Louise Knott, Director: Communications, Marketing & Learner Engagement
Tracey Thompson, Director of HR
Grahame Howe, Vice Principal: Business Development

13.60 DECLARATION OF INTEREST

The Chair reminded those present to declare at the start of the meeting any interests in matters to be considered. Standing declarations of interest were noted, it was agreed that none of the declarations prohibited participation in discussion.

13.61 WELCOME, INTRODUCTIONS AND APOLOGIES FOR ABSENCE

Apologies for absence were received from Kate Allsop, Chris Bodger, Diana Meale, David Overton, Hari Punchihewa, and John Robinson.

13.62 MINUTES OF THE MEETING HELD ON 12 SEPTEMBER 2013

AGREED: That the minutes were a true and correct record and were signed by the Chair.

ACTION by whom	DATE by when
Chair	10 Oct 2013

Signed : _____ Chair

Date:

13.63 **MATTERS ARISING AND ACTION PROGRESS REPORT**

There were no matters arising from the minutes. The Action Progress Report was noted. Governors commented that the Action Progress Report seemed to be increasing in length. It was agreed that the Clerk would look to close off as many completed items on the schedule prior to the next meeting as possible.

Clerk

Nov
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13.64 **IMPROVING EMPLOYER ENGAGEMENT – 2013/14 UPDATE**

The Director of HR introduced this item and provided a powerpoint presentation with headline data. The following was specifically noted:

1. 2013 headlines:

- Increase in staff turnover plus 1.8% resignations
- Decrease in appraisal completion - 13%
- Huge achievements across the college
- iP Gold
- Increase in absence. Days lost and numbers absent 0.4%
- Main cause of days lost is mental health
- Significant increase in referrals to counselling

The Director of HR acknowledged that the decrease in the number of appraisals completed is a concern and will be addressed/improved in the 2013/14 year. She explained that the main cause of absence for the prior academic year was mental health (stress). In the year prior to that the main cause of absence was musculoskeletal. She confirmed that the college has worked hard to address the musculoskeletal problems by putting interventions in place and this really appears to have made a difference. She explained that the college has seen many more self referrals to the counselling service which is positive in terms of staff actions. However, it did increase the statistics seen.

2. Emerging themes:

- Some people are fearful and 52 respondents in the wellbeing survey feel bullied.
- People are feeling more stressed and tired.
- People are working really hard.
- Some staff do not feel valued by their managers and cannot see how their work fits into the overall aims of the college.
Some staff are not getting regular and meaningful feedback in a supportive way.

It was explained that the emerging themes have been extrapolated from the wellbeing survey carried out and actions to identify issues will form part and parcel of the people action plan. In discussion, it was acknowledged that the information cannot be analysed and broken down by curriculum area. This is because responses tend to be confidential so it makes it very hard to identify specific cohorts or individuals. Governors felt that there had to be a mechanism available for targeting problem and

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high risk areas. They did not want staff to feel that by completing the survey they were just taking part in a process. All agreed that it was important to make sure that the process completed was meaningful.

Governors, in reviewing the statistics, agreed that whilst it was right to look forward, they also felt that it was important to acknowledge how the college has got to where it is. The high percentage number of claims of bullying was a real concern. Governors felt that it was critical to ensure that issues of concern will be addressed and ensure that staff are aware that bullying at any level is unacceptable. Governors were supportive of the college moving to a zero tolerance position regarding bullying.

The Director of HR explained that the HR team were working with unions on a joint training package to try and address concerns very early on before they escalate for any particular individual. The Director of HR did indicate that the context of the survey had to be considered given that it was a particularly low response rate survey. It was noted that, even in the context of low responses, the issue of bullying was green tag rated. However, the Executive Team feel it is so important that they have chosen to move it higher up the agenda so it can be addressed. Governors all felt that it was important to establish a mechanism for monitoring progress in this area. It was acknowledged that whilst the problem areas may only occur in 'pockets' they needed to effectively be dealt with.

3. How the college is moving forward:

- Working together to address the issues – people action plan.
- Sharing the areas of concern with all and sharing progress.
- Listen more and ask how we can do this.
- All agree that bullying is not an acceptable management style.
- Asking managers to consider their management/leadership style.
- Refresh our thinking – all managers to participate in a series of training sessions.

4. Going forward.

- HR strategy based on analysis of 12/13.
- Need to keep it in proportion but make changes together.

AGREED: _____ to note the content of the update provided.

13.65 PRINCIPALS REPORT

The Principal introduced this item and drew members` attention to her detailed report. The following was specifically noted/commented upon:

- Traineeships – this is one of the government`s flagship training initiatives and is seen as a key mechanism for engaging with young people and preparing them for the world of work. It is a programme which seems to be getting strong political support. One of the key

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tenets of the programme is the provision of work experience and that on completion of the programme young people will progress either directly into employment or onto a full apprenticeship framework. Funding for the programme is to be found on the college's core LR allocation and many providers have signalled that they will not be providing traineeships this year due to a lack of funding availability. WNC believes that training is a key part of the offer to the young people who may not be ready for the world of work. Rather than promote the offer widely, traineeships will be offered as a result of apprenticeship vacancy creation. Where the college feel young people would be better suited to this, they will be signposted as such. This will inevitably mean that the level of traineeship provision may well be quite small within the year, but will be targeted at the right individuals and linked to high quality work placements and opportunities. It was explained that the college intends to use capacity in VWS to hit targets as the college core funding it likely to be at capacity without traineeship numbers. The Principal reminded Governors that what currently exists is far from a level playing field as independent providers are given an additional allocation. This is not the case for colleges who are funded on a lag learner number basis.

- Local Enterprise Partnership (LEP) update – there is a real will on behalf of the LEP Board to work with the FE sector. The role of the LEP and its contribution really seems to be beginning to take shape.
- Enrolment numbers update – as reported at the last meeting of the Board, the college's enrolment numbers are looking positive. As at 30 September the college was at 101% of its 16-18 target (including withdrawals) and at 116% of its 19+ full time target. In terms of HE numbers, the college is exceeding student number control target (first year full time), but will fall slightly short of the overall target number.
- Visits and events – members' attention was drawn to the summary provided at paragraph 6.1. Of particular note is the business dinner with Lord Karan Bilimoria on 22 November. The Principal confirmed that there were 52 guests signed up for this event already and all Governors interested should get in contact with Helen Gyles as a matter of urgency. It was also noted that the college has been short listed for one beacon award and will find out the outcome of the shortlist process at the AoC conference next month.

AGREED: to note the content of the update provided.

13.66 PROPERTY STRATEGY UPDATE

The Executive Director: Capital Projects and Estates introduced this item and drew the following to members' attention:

- LRC and Enviro Block practically complete.
- Scaffolding to all elevations of the tower complete. Steel brackery instillation 50% complete. Main reception area to close for refurbishment on the 18 October. Access will be maintained via ground floor entrance.

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- 'Sample sail' in manufacture to be erected on grasslands adjacent to tennis courts and Derby Road campus perimeter. Good weather has ensured no delays to this programme to date. It was explained that the sample should be in place for the next Board meeting.
- HE centre (formally Sherwood Care) is practically complete. The Vision University Centre signage is now in place.
- Studio School – a building contractor, Kier Constructions has been appointed for the studio school refurbishment. The contractor will work with the college design team from October 2013 to develop the programme. Until the contract is agreed and signed, Kier will work at risk on the project. The curriculum plan is an essential element in the design stage to inform the refurbishment programme. This is being developed with the assistance of an educational consultant (funded by the EFA) and studio school Principal designate. The heads of terms and lease for the studio school are under discussion with the EFA transaction manager (solicitor). It is anticipated that the heads of terms and lease content will be available for consideration by the Board in November 2013.
- Engineering Innovation Centre – shortlisted building contractors attended a review meeting on the 1 October 2013. All contractors have visited Gateway 28 and are finalising tender submissions for return to be evaluated on 15 October 2013. Lead in times for the delivery of steel for the mezzanine can be long and it would be advisable to be in a position to place an order with a successful contractor as soon as possible. The Board was asked to consider delegated approval to be given to the Finance and Estates Committee to make a building contractor appointment. All agreed that they were keen to push this along and were supportive of the proposal.
- A College Capital Investment Fund Programme (CCIFR3) – the Board were reminded that a submission of interest for grant funding to support the relocation of the LRC and catering facilities at Derby Road and modernise the heating system had been made. Unfortunately, the SFA has informed the college that on this occasion the bid was not successful. He explained that, whilst this was disappointing, it was not entirely unexpected.
- Members, in discussing the Engineering Innovation Centre project, were advised that the timetable for completion was not at risk as long as the college was in a position to make a contractor appointment very soon, once this is done the order for steel can be placed.

ED CP&E

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AGREED:

- a) To note the content of the update provided.
- b) Provide delegated authority to the Finance and Estates Committee to make an appointment within the parameters of the project cost (recommended by Finance and Estates Committee on Thursday 28 February 2013 and approved by the Corporation Board on Thursday 7 March 2013) in relation to the Engineering Innovation Centre.

Signed : _____ Chair

Date:

13.67 COLLEGE STRATEGIC PLAN AND PUBLIC VALUE STATEMENT

The Principal introduced this item and drew members' attention to the glossy strategic vision brochure. She confirmed that what was presented was a mocked up version and because it is printed in-house changes can be made following any feedback from Governors. She reminded members that this document had been requested during discussions at the June strategy meeting and represented a composite picture of the whole college group activities.

In tandem with this the FE Foundation Code of Government requires the creation of a 'public value statement'. It was explained that the college does comply with the public value statement ethos within a number of its existing strategic documents however the summary provided was an intended statement which brings it all together. Members reviewed the content of the proposed public value statement and requested one change. The first sentence of the second paragraph to read 'the West Nottinghamshire College Group is ambitious and believes in making a 'positive' difference...' It was agreed that this minor change would be made before publishing the statement on the college website.

AGREED:

- a) To approve the strategic vision for 2013/15.
- b) Approve the Public Value Statement.

13.68 PARTNER AND ERU REPORT

The Vice Principal: Business Development introduced this item confirmed that the details of the report had been presented and reviewed by the Finance and Estates Committee meeting on 26 September 2013. Members reviewed the contractor list and were happy to support contract arrangements in place.

AGREED: To note the content of the update provided.

13.69 COLLEGE ENROLMENT REPORT 2013

The Deputy Principal: Teaching and Learning introduced this item and confirmed that the college was in a very positive position. She confirmed that as at 27 September 2013 enrolments funded by EFA for 16-18 learners SFA for 19+ learners and HEFCE HE learners stands at:

- The target for full time 16-18 learners is 2992. Currently 3008 are enrolled (101% of planned target).
- The target for full time 19+ learners is 613. Currently 702 are enrolled (115% of plan).
- The target for 24+ full time learners is 72. Currently 94 are enrolled (131% of plan). HEFCE targets for full time entrants which contribute to the student number control of 164. Currently 168 are enrolled who count towards this target.

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- The HEFCE FTE target is 473, enrolment currently equates to 444.5. It was acknowledged that this is slightly down, but was as a result of a fall in part time enrolments.

Members reviewed the data at page 25 and noted that in the Business Area enrolled so far are 57 which is 45 less than target. It was acknowledged that this was probably caused by over ambitious planning by the curriculum area.

AGREED: To note the content of the report provided.

13.70 EXCEPTION REPORT – SAFEGUARDING, EQUALITY & DIVERSITY

The Deputy Principal: Teaching and Learning introduced this item drew members` attention to her detailed report. In relation to college provision, she explained that there were five incidents reported in September 2013. In discussion it became clear that the five incidents related to 7 people. Governors felt that it was important to record the number of people involved as well as the number of incidents it was agreed that the Deputy Principal would provide this as a commentary/summary in the footnote in future reports.

AGREED: To note the content of the update provided.

13.71 COMMERCIAL INCOME REPORT

The Deputy Principal/Director of Finance introduced this item and summarised the following:

- The paper sets out an update to the Board following the information provided of the baseline levels of current commercial (non-publically funded) income across the college and college group for the last financial year. The Board requested a further update on commercial activity as new building assets come online and the college seeks to step up its commercial exploitation of these assets for commercial gain.
- Outside of the specific subsidiary company activities of BKSB, the college does not have a distinct commercial focus and continues to seek to commercialise its facilities to improve the student experience whilst generating additional revenues.
- Whilst commercial income growth is a rising priority and an additional source of revenues, the college has a primary focus of education for the local community and any commercial programmes must fit around and compliment this core objective.
- In respect of the classification of commercial income, items such as tuition fees will be regarded as co-funded income where there is a core element of public funding subsidy contributing to the overall programme. However tuition fees are now becoming more fully funded than co-funded with the impact of HE fees in 12/13 and advanced learner loans for 2013/14.

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- In addition, the college runs a number of subsidiary services for the benefit primarily for its core business of student education and these yield reasonable levels of income. These include the catering function and nursery and library facilities. However in the case of nursery and catering functions they do not operate at a surplus and are currently being reviewed in order to tackle this issue.
- Student tuition fees will increase in 2013/14 due to the full impact of HE fees and advanced learner loans. This provides an increase to over £3.58 million in tuition fee income. Compared to £1.71 million generated in 12/13. However, this does underline the nature of the source of college income for adult and employer facing programmes.
- Income levels for the new facilities such as the restaurant, Hair and Beauty salon and theatre have come on stream in year and by and large have delivered increases in commercial income particularly for Beauty and the restaurant. In addition, the Create theatre is now offering a full seasonal programme of shows open to the public.
- Income for Hair and Beauty in 12/13 amounted to £55,402 (in 2011/12 this was £46,108). However, within this performance, Hair has been slow to develop and it is expected that a formal launch of the Francesco college partnership will begin to see revenue rise. It is the intention of the college to extend opening hours if it is commercially beneficial, such decisions will be critically reviewed by the curriculum team.
- The commercial restaurant (Refined) has seen a rapid increase in revenue since moving to its new location. Income of £72,004 has increased from £59,920 in 2011/12 following the move. The new facilities offer an improved service for the paying public and during 13/14 this will be supplemented by the conversion of Number 19 (the former restaurant) into a bistro type facility called Relish. This was launched at the end of September 2013.
- Opening hours for both the restaurant and Hair and Beauty facilities have been extended both in terms of the working week and weekend and across out of term times when the old facilities were typically closed.

Members reviewed the data table presented at annex 1 and noted the significant increased budget for tuition fees for the 2013/14 academic year. It was acknowledged that this is a sector pattern and if achieved would be a real benefit to the college, it being the case that publically funded courses are generally on the decline. It was noted that the bottom line commercial funded income generation is set to grow significantly based upon the projections, albeit that the big increase sits within tuition fees.

AGREED: To note the content of the update provided.

13.72 COLLEGE MANAGEMENT CHARGES

The Deputy Principal (Finance) introduced this item and drew members' attention to the following :

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- At the September meeting of the Board discussion around the way in which costs are transferred around the college group, particularly around the college to its subsidiaries for the provision of support services resulting in a request for a paper setting out the background and calculation of such charges.
- The levy of management charges is largely academic across the college group but should be calculated in order to best represent the cost of service provision in order to assess the true underlying performance of the college and each of its subsidiaries.
- In the last two years the college has formed a VAT group in order to ensure the charges between group companies do not attract irrecoverable VAT. At the current time BKSb and Vision Workforce Skills sit outside the college VAT group due to reasons associated with their current VAT status. VWS will join the VAT group after January 2014.
- The college levies charges for the back office services it provides to all subsidiary companies. In the main these charges represent the estimated value of resource and services provided for the core back offices services including Finance, Payroll, HR, IT, Marketing and Estates. In some cases, VWS is the core example. The management charge is levied as a deduction to the subcontracted income reflecting the partnership status of the delivery of SFA funded provision. All subsidiaries receive charges that are distinctly levied and have been set against a number of metrics.
- BKSb is the college's longest standing and most successful subsidiary company. Over the years it has grown in size and with this has come the provision of some of its own services. An example of this would be the marketing service which is now largely self-provided. In other areas the company will require an increase of service provision to support its development. Such as the work required to develop the IT infrastructure.
- For the 2013/14 year the management charge to BKSb will be £50k. The charging structure for BKSb is relatively well developed due to the nature of the relationship and maturity of the company. Whilst the college continues to support BKSb across multiple teams it is considered that the charges set out are realistic and in proportional value to the support that the company receives from the college compared to the alternative choice to source these service from somewhere outside of the group. It was acknowledged that the college needs to make sure that the services it provides are competitively priced as it is open to BKSb to source services elsewhere. At this stage BKSb, as a company, is relatively small with approximately 20 employees therefore it makes financial sense to keep costs within the college group.
- Vision Apprentices – as a relatively new company to the group structure established in 2010 the management recharge for Vision Apprentices Ltd has undergone some changes in recent years in order to reflect the underlying support provided by the college.
- For 2013/14 the management recharge includes a back office charge of £15,400 and delivery support charge of £139,356 (employee

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costs). As Vision Apprentices does not have distinct premises there are no costs charged over estates and IT costs. Charges for delivery support include the placement officers undertaking learner engagement and the management of this function. The full employment costs are 3.5 FTE officers and 60% of the costs of function leadership and management are charged at an annual rate of £139,356. The realistic charges to Vision Apprentices should probably be higher, although in return for the engagement of the learner the college receives a charge equivalent to 5% of learners engaged in this method.

- Vision Workforce Skills – as a new subsidiary into the college group, VWS is about to operate for its first full financial year. As a result of the way in which VWS staffing was transferred into the new entity, many of the back office functions are provided directly through contracted employees to the business. Where this is not the case and the employees are contracted directly into the college, the full salary cost of the identified post is recovered through the management fee levied against the SFA income transferred for the delivery provision. As this levy has to be fixed for the year, a rate of 4% will be charged recovering £675,818. This charge includes establishment posts in HR, Marketing, Quality and Finance, Strategic management and ICT in addition to network operating costs (under the JANET system) of £228k. It was explained that in relation to the network, the company in reality ‘piggybacks’ on the college’s network. From 2014/14 when VWS had joined the VAT group the charge will be levied in a consistent manner to the other subsidiaries in the group.

The Deputy Principal confirmed that the college makes relevant charges for the services it provides across its group companies which are designed to reflect the underlying costs of delivery and most services. Where subsidiaries have been merged into the main college, such as in the case of Safety Plus during 12/13, the relevant charges made may sometimes not reflect the underlying position as the operational delivery of the underlying activity is assimilated. For this reason the Safety Plus and college operating surplus should be viewed as a combined entity for the 12/13 financial year.

AGREED: To note the content of the update provided.

In general discussion, members were advised that the college does not necessarily make big margins out of its commercial offer, but assurances were given that all decisions are made on a commercial basis. In terms of Hair and Beauty and Catering, members were advised that prices are determined by the curriculum areas as they have a better understanding of competitive pricing. Members questioned what full capacity would look like in the Spa and Restaurant. It was explained that this is difficult to determine as the primary function of the Spa and Restaurant is to support teaching and learning. It was explained that the college is working in partnership with employers to try and get the right balance. All agreed that commercial income was moving in the right direction.

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In relation to the management charges set Governors questioned what the mechanism was for assessment and challenge. It was explained that assessment and challenge would be a combination of debate with the management teams and the subsidiary company Boards. All agreed that it was useful to have this mechanism in place but agreed that it was not a sensible approach for subsidiary companies to try and go it alone as this would mean actual money going out of the college group to other providers. All felt that whilst the management charges remained fair and competitive then that was the preferred course of action.

13.73 **GOVERNANCE**

1) Review of Confidential Minutes

The Clerk to the Corporation introduced this item and drew members' attention to the summary of occasions where the Board and its committees in the prior academic year deemed discussions to be confidential. A summary of the reasons for confidentiality was provided.

When reviewing the content of the report members were happy to accept the recommendation that minutes remain confidential.

AGREED: To note the content of the update provided.

2) Standing Orders Annual Review

The Clerk to the Corporation introduced this item and drew members' attention to the one minor change recommended by the Finance and Estates Committee. Members were entirely supportive of the change identified.

AGREED: To approve amended Standing Orders for 2013/14.

3) Governor appointments/reappointments

The Clerk to the Corporation introduced this item and drew members' attention to the detailed report. The following was specifically discussed:

- a) New appointment – the Board currently has one vacancy for a staff Governor. This is for a member of staff from the academic areas. In September 2013 the vacancy was advertised to all eligible staff and nominations for appointment were invited. At the closing date one nomination had been received and this was from Beverly Nita. It was explained that in these circumstances the standing order require the Board to confirm this appointment as an unopposed candidate.
- b) Reappointment
(Tim Clarke and John Holfod stepped out of the meeting).
The Clerk explained that the Search Committee met on 12 September 2013 and considered the appointment of Governors who complete their terms of office in the 2012/13 academic year. Members specifically considered contributions made to the Board by Tim Clarke

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and Professor John Holford and unanimously agreed to make the recommendation that they be offered a further term of office for a period of four years. The Clerk was able to confirm that she has spoken to both individuals and, if invited, they will be happy to remain as Governors for a further term of office.

- c) Student Governor Vacancy – The Clerk to the Corporation confirmed that the second student Governor nomination is Amy Kendal-Smith. Amy is studying for her a-levels and is an active part of the student union, currently her role is that of press officer.
- d) Vision Workforce Skills. The Clerk confirmed that the VWS Board met on 8 October 2013 and wished to present recommendations for Director appointment. They have put forward three recommendations which include:

- 1. Ian Baggaley (a governor of the Board)
- 2. Martyn Price
- 3. Trevor Luker

The Clerk circulated copies of CVs for Martyn Price and Trevor Luker and the Vice Principal: Business Development provided a summary of their experience and expertise. All agreed that the recommendations made would strengthen both the college and subsidiary Boards.

AGREED to approve:

- a) The appointment of Beverly Nita as a Governor from the 10 October 2013 to 10 October 2017 (or until such time as she ceases to be a member of staff whichever is the earlier).
- b) The reappointment Professor John Holford as an independent Governor from 28 January 2014 to 28 January 2018.
- c) The reappointment of Tim Clarke as an independent Governor from 11 March 2014 to 11 March 2018.
- d) Approve the appointment of Amy Kendal Smith as a Student Governor from 10 October 2013 to 31 July 2014 (or until such time she ceases to be a student whichever is the earlier).
- e) Approve the appointment of Ian Baggaley, Martyn Price and Trevor Luker as Directors on the Vision Workforce Skills Board.

4) Position of Chair

The Chair of the Board took the opportunity to advise members that after a significant period of time on the Board as both a Governor and the Chair, she has made the decision to step down with effect from 31 December 2013. She explained that after a period of extended commitment she has decided that the time is now right to step down to spend more time with her family.

She indicated that prior to this meeting she and the Principal had had an opportunity to speak to Nevil Croston, the current Vice Chair of the Board to see if he would be willing to stand as the Chair. She was pleased to

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confirm that, if supported by the Board, he would be willing to take over this role. Having received general support from the Board, it was agreed that a full paper regarding proposals for the position of the Chair would be scheduled for the November Board meeting.

Clerk

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It was acknowledged that should Nevil Croston be appointed to the position of Chair, then this would leave a vacancy for the Vice Chair position. All governors were invited to consider this potential role. It was agreed that any expressions of interest would be communicated to the Clerk within the next two weeks so that a full and detailed paper could be presented to the November meeting. It was agreed that Nevil Croston would provide a short paragraph explaining the additional commitment required in relation to the role of the Vice Chair. This will be circulated to Governors with a reminder to contact the Clerk with any expressions of interest.

Clerk/
Vice Chair

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In reviewing the roles of the Chair and Vice Chair, all agreed that the success was very much about relationships, culture and style. All acknowledged that it would be a challenge to step into the existing shoes, but that this was just another example of the exciting change process fully embraced at all levels of the college. The Vice Chair did indicate that one thing he had found useful was a different skills set between the Chair and Vice Chair and that this may be something to consider regarding any appointment made.

The Principal took the opportunity to express her own personal thanks to the significant support provided to her by the Chair. She explained that in her first year at college she had found it very challenging and that the support and advice from the Chair was exceptional and had helped to shape her style of leadership.

All governors agreed that the Chair would be sorely missed but were fully sympathetic to her desire to spend more time with her growing family.

5) Remuneration Committee Membership

The Clerk indicated that with the Chair's decision to stand down and the fact that Kate Allsop was away from college activity for a short period of time it had left membership of the Remuneration Committee, in particular, somewhat challenged. The proposal was made to extend Remuneration Committee membership so that for the period up to 31 July 2014 it would be Nevil Croston, Kate Allsop, Diana Meale and Tim Clarke. Jean Hardy to remain as a member of the committee up until 31 December 2013. The Board were entirely supportive of the changes proposed.

AGREED: To approve amended remuneration committee membership as proposed.

Signed : _____Chair

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13.74 MINUTES OF THE MEETING OF THE FINANCE AND ESTATES COMMITTEE HELD ON 26 SEPTEMBER 2013

AGREED: To note the content of the minutes.

13.75 MINUTES OF THE MEETING OF STANDARDS COMMITTEE HELD ON 3 OCTOBER 2013

AGREED: To note the content of the minutes.

13.76 AOB

There were no other items of additional business.

13.77 DATE OF NEXT MEETING

The Clerk to the Corporation reminded Governors that the next meeting was scheduled for Thursday 21 November 2013 at 5.00 pm.

13.59 CONFIDENTIAL ITEMS

It was agreed that confidential items would be recorded separately.

Student and Staff Governors left the meeting.

Meeting closed at 7.00 pm.

Signed : _____CHair

Date: