

**College of West Anglia**  
**Minutes of**  
**The Corporation Board Meeting**  
**20 March 2024**  
**8.30am**  
**U125, University Centre, King's Lynn Campus**

<b>Present</b>	Gill Rejzl	Governor (Chair)	In Person
	Chris Ashman	Governor	In Person
	Dave Clarke	Governor	In Person
	Jan Feeney	Governor	In Person
	Paul Gibson	Staff Governor	In Person
	Ray Harding	Governor	In Person
	Russel Liddington	Governor	In Person
	Fliss Miller	Governor	Remote
	Sally Mitton	Governor	Remote
	Alan Measures	Governor	In Person
	David Pomfret	Governor (Principal/CEO)	In Person
	Cally Rand	Governor	In Person
	Eva Remeikaite	Student Governor	In Person
	Chloe Rothwell	Student Governor	In Person
	Gemma Standen	Governor	In Person
Hein van den Wildenberg	Governor	In Person	
Donna Woodruff	Staff Governor	In Person	
<b>In Attendance</b>	Rachel Nicol	External Governance Reviewer	Remote
	Paul Harrison	Vice Principal Corporate Services	In Person
	Kerry Heathcote	Vice Principal Curriculum & Quality	In Person
	Paul O'Shea	Assistant Principal Student Services	In Person
	Rob Petto	Assistant Principal Funding & Performance	In Person
	Clare Pelling	Head of Learner Experience	In Person
	Jules Bridges	Head of Governance	In Person

<b>No.</b>		<b>Action</b>
	The Chair welcomed new governors, Jan Feeney, Gemma Standen, and Russel Liddington to the meeting. New Student Governors, Eva Remeikaite and Chloe Rothwell are to join the meeting at the break (following agenda item 10). Introductions were made around the room.	
<b>1</b>	<b>Apologies</b> Apologies for absence were received from Sam Fletcher and Seb Ivanov.	
<b>2</b>	<b>Declarations of Interests</b> There were no declarations of interest to disclose from items on the agenda.	
<b>3</b>	<b>Minutes of the last meetings held on 6 December 2023</b>	
<b>1.</b>	<b>6 December 2023</b> The minutes of the meeting held on 6 December 2023 were reviewed and <b>agreed</b> as being an accurate record of the meeting.	
<b>2.</b>	<b>29 January 2024 – Extraordinary</b> The minutes of the extraordinary meeting held on 29 January 2024 were reviewed and <b>agreed</b> as being an accurate record of the meeting.	
<b>4</b>	<b>Matters Arising</b> The progress against the outstanding matters from previous meetings was summarised in the report.	

An Audit debrief meeting has been held between the college and RSM to 'wash-up' the issues arising from the last external audit of the financial statements.

The Financial Handbook is due to be released today for the 2024/25 academic year. The Head of Governance will provide governors with a short briefing to outline the requirements of the Corporation under this guide.

HoG

A further review of the governor Code of Conduct will be undertaken as the Safeguarding Oversight Committee would like some of the softer issues, behaviours, and values of the staff code of conduct reflected in the document.

HoG

The risk related matter arising from the last meeting (No.7) remains outstanding and will be actioned further to the overhaul of the risk register covered under item 13 the meeting.

HoG

All other completed items are to be removed from the report.

HoG

## 5 **Governor Appointments**

The written resolutions to appoint student governors, Chloe Rothwell, and Eva Remeikaite, independent governors, Jan Feeney, Gemma Standen, and Russel Liddington have all been passed as a majority of members of the Corporation have signified their agreement to them.

The Chair of Governors proposed the appointment of Joe Yexley, who was interviewed yesterday to join the Board. The Corporation **approved** the appointment recommended unanimously by a show of hands.

## 6 **Committee Chairs' Briefing Items**

### 1. **Search and Governance**

The Chair of the Committee commented that members had considered the proposal to disband the Employment Policy Committee which is for the Corporation to consider under item 15.5 of the meeting. The Committee has approved the publication of the Standing Orders in draft subject to the approval of the Corporation under item 15.4 of the meeting.

### 2. **Employment Policy Committee**

The Chair of the Committee mentioned the positive impact of the refreshed recruitment policy. The minimum wage increase will take effect from 1 April 2024, and will impact every pay scale not just at the lower pay bands. Sickness absence will remain a focus area for the HR team in the year. HR KPI reports, and legal updates will be reported to the Corporation should the proposal to disband the committee be approved (under item 15.5 of the meeting).

### 3. **Finance and General Purposes Committee**

The Chair of the Committee reported that the recast budget includes additional income received and informs the MTFP (covered under item 8 of the meeting).

It is proposed that the Property Steering Group will be reinstated for governance and capital programme oversight. Land Advisors, Cheffins, are advising the college on potential development opportunities at Wisbech and Milton campuses.

A new provider has been appointed for the Prince's Trust provision and programmes have started this month.

It was reported that the college will benefit from increased funding (£2.6m) in 2024/25 and 2025/26 due to strong recruitment (lagged funding) and positive retention factor. However, the ESFA are mandating a minimum number of delivery hours on maths and English with effect from 2024/25 and will remove the 5% tolerance. All funding therefore is at risk for any learner who does not meet the new funding expectations. This item was covered in more detail under item 9 of the meeting.

The college will need to budget for capital spend to replace 700+ computers and laptops before November 2025 when the operating system upgrades to windows 11.

The committee received an update on the performance of the CWA website. A new AI chatbot is due to be launched that will help users navigate their way around the site.

#### **4. Performance Review and Quality Committee**

The Chair of the Committee mentioned that the mandate from government on maths and English condition of funding is a concern and a risk for the college, and the sector. The committee has the quality of the learner's experience at the heart of their work, it's not just about completion/achievement of targets. Apprenticeships and systems remain the priority focus area for the committee. The quality of teaching and learning has been scrutinised with more reporting requested from management. Curriculum deep dives continue to expose improvement areas but also triangulates where best practice exists and where this can be shared. The committee has asked for more emphasis and updates on adult provision in future reports and how strategies are impacting growth.

#### **5. Audit Committee**

The Chair of the Committee advised that significant assurance (green status) was awarded to the recent payroll, and the HR, Recruitment and Selection internal audits conducted by Scrutton Bland. Auditors will help the committee to simplify the internal audit progress tracking report as this is becoming large and unmanageable.

The committee continues to receive apprenticeship internal assurance review updates and it was reported that good progress has been made with system improvements on PICs to EBS migration and enrolments in the CRM.

The committee was made aware that more training for interviewers will be rolled out further to two instances where interviewers misread flags of a safeguarding nature in relation to applicants being interviewed.

The remodelled risk register, heat map, and board assurance map were received by the committee for consideration. Some changes have been proposed on the format and the phraseology of the risks that are to be incorporated further to the Corporation considering under agenda item 13 of the meeting.

It was noted that the committee has reviewed and approved the CWA Publication Scheme (FOI) and Guidelines. These are to be published on the college website.

#### **7 Current Performance Data and KPIs 2023/24**

In response to requests from governors for more data, narrative and comparisons, the report now includes data graphs and comparisons with previous years, national rates, and averages with narrative that governors found useful. The Deputy CEO/Vice Principal Curriculum and Quality confirmed that the GFE benchmark dataset had been used as this is directly comparable data.

Since writing the report the Deputy CEO/Vice Principal Curriculum and Quality reported:

- The collaborative partnership with the Open University has been achieved. As of September 2024, the college will offer HE Higher Technical Qualifications (HTQs).
- Discussions continue to explore a validation partnership with the OU for higher level degree apprenticeships.
- The first draft 2025-2035 HE Strategy has been shared with senior colleagues for comment before being shared with the Performance Review and Quality committee and the Board.
- The Level 2 Deep Dive Development Session was held yesterday. Retention was shared with each area in the context of the quality of education. The outcome of these discussions will be heat mapped and reported back to the Performance Review and Quality Committee.
- The BRAGP purple 'perilous' status has been further analysed and enhanced impact reporting is to be reported to the Performance Review and Quality Committee.
- The IQA checklist process has been overhauled to ensure that apprenticeship progress is tracked and measured.
- At the request of governors, the 2022/23 Sector Subject Area achievement outcomes were included in the report.
- The quality of education remains a confident and robust judgement of 'good' and 'outstanding' judgement for High Needs Learning and strong contribution to meeting skills needs.

Governors asked for targets against performance and overall targets (e.g., for 16-18s and adults) to be included in this report. The Deputy CEO/Vice Principal Curriculum and Quality confirmed that these are available in the SAR but agreed to include in future Board reports. There is narrative, however an additional column adjacent to the GFE benchmark is to be included together with labels to appropriately identify the purpose of the column e.g., current, year-end, target. It was noted that reporting systematically by SSA (Sector Subject Area) is not reported as these are a mix of faculty provision and not a useful KPI monitoring tool.

DCEO/PC  
&Q

A governor noted that the recruitment changes on level 1 are good but not as positive on level 2 and wondered why this was the case. Improved and robust advice and guidance has contributed but the main impact has been because of GCSE results and more students starting at level 1, than at level 2.

Regarding progression, governors queried the data reported and distinction between same level, higher level, no level, lower level and not matched. In summary the destination data is showing that the college is performing better than the sector in terms of matching student destinations. Lower level means that a student has completed a level 2 but has chosen to progress onto a different lower level programme of study (i.e. completed level 2 in plumbing, taken up level 1 in barbering). It was noted that the college has undertaken a deep dive of level 2 progression as the data shows that there is room for improvement, and there is a need to understand why fewer level 2 learners are progressing onto higher levels.

Governors noted in the achievement outcomes table (by SSA) some achievement percentages were below 70% and questioned if this was a concern. The quality of provision is monitored constantly, and any underperformance is robustly analysed. The low achievement rate for Social Sciences last year for example was impacted by the poor A Level retention rate but there is every expectation that achievement will be much higher in this academic year. It was agreed that the Principal/CEO and Deputy CEO/Vice Principal Curriculum and Quality will reflect upon the future content of reports and usefulness of presenting data by SSA, acknowledging that this is not 'live' or current data but a reflective view of the year end outcomes, which Ofsted will view at inspection, but the college manages its outcomes for learners using live current data by faculty and programme areas.

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## 8 **Management Accounts/Revised Budget and Mid Term Financial Plan**

The Chair of the Finance and General Purposes Committee commented that many income lines have changed positively in the recast budget. The college is still reporting 'good' financial health and the Mid Term Financial Plan will come back to the next meeting of the Finance and General Purposes Committee.

In summary the Vice Principal Corporate Services mentioned that the revised budget shows a slightly improved bottom line (from £15k to £133k) and the college maintains significant cash balances. The improved financial position however has benefitted from a one-off payment, propping up the surplus position. This relates to an overage clause that allows the college to benefit from gains made by the purchaser in developing the disposed parcel of land at Wisbech.

The positive finances for the year are a result of a significant increase in 16-19 numbers (205 more study programme learners than last year) and some in-year growth funding to support this increase, however due to the lagged funding model, the college will not receive the full financial benefit until the 2024/25 academic year. This can be seen in the Mid Term Financial Plan which strips out the one-off payment, showing on a trading basis, the college remains profitable and in 'good' financial health for the entirety of the plan. Notably though staff cost as a percentage of income continues to be stubbornly high.

The revised budget has been reduced on adult and apprenticeship lines to reflect the unlikely expectation that the original forecast could be achieved. Conversely, increases have been reflected in non-pay costs reflecting the likely inflationary increases, particularly on utility costs.

It was noted that the £400k overage was not reflected in the original budget as the minimum overage value of £100k had only been triggered in the previous year. The proposition to develop the land (just received), has triggered the overage clause for the college to benefit

from gains made by the purchaser, hence why this is now reflected in the recast budget. Land Advisers are investigating the value of the development gains and will advise the college accordingly.

The most significant variance, for student support staff, was highlighted by governors and this has historically been a difficult area to recruit and retain staff. The Principal/CEO commented that there has been more success with recruitment since the pay award which provided a higher increase for LSO post holders but there are still pressures to recruit LSOs in the Cambridge area where there are higher pay differentials. High Needs Learning continues to be an area of growth for the college so there continues to be a need to recruit the support staff for these learners.

The Chair highlighted the reducing HE and apprenticeship recast income and questioned if the college capacity to recruit learners was compromised by the ability to attract the specialist staffing needed to deliver the programmes. The college has rationalised the number of apprenticeship standards, but this shouldn't lead to a reduced number of apprentices. The strategy is to increase profitability and quality of provision, and not impact the ability to meet local skills needs so targets have been set to realistic income targets with stepped increases in future years.

Noting the high negative variance on utility costs governors assumed costs were reducing, not increasing. The college had set ambitious reduction targets that have not been achieved and the cumulative impact and increasing energy costs (not decreasing) can be seen in the accounts.

The college holds a healthy cash balance however the underlying EBITDA is below benchmark for the in-month indicator as well as forecast but the financial health rating remains in line with the reforecast as 'good'. There are challenges around investment decisions and impact on cash levels and financial health, and sitting on cash reserves particularly now that the college is classified in the public sector. A reserves policy is to be developed and the newly released Treasury Management Policy and strategy will benefit the college and ultimately will generate better cash and investment in year.

The Corporation considered the position and MTFP and resolved to **approve** the recast budget, unanimously by a show of hands.

## 9 Funding Position and Data Control

As previously reported the college has benefited this year from the pay award and in year funding growth of £500K. In addition, the college is c.£350k ahead of high needs learning expectations, supporting more learners. In terms of Study Programmes for next year the allocation will be an additional £2.3m in 2024/25. Within this there are several factors that drive this increase; growth and learner numbers this year, retention last academic year, and the improved retention factor.

As alluded to earlier there are additional funding conditions relating to English and maths delivery. A student without a grade 4 will need to continue learning these subjects and the college will be required to deliver, as a minimum, 4 hours of maths and 3 hours English for every learner. The most significant impact will be on Functional Skills as these are only delivered on 1.5hours currently. The college has estimated that this will require 11 FTE teaching staff to deliver the longer sessions. Rooms and resource are problematic and implications on how this provision is to be structured. Delivery must be face-to-face group-based delivery. These rules come into effect from 2024/25 but will not be regulated until 2025/26 so the college has taken the decision not to implement the changes for 2024/25 and use the year to plan for delivery as of 2025/26 and continue to lobby against the changes.

Governors asked for assurance that apprenticeship record keeping is on track. There is no 100% absolute assurance, but the college is in a much better place and is actively working to improve processes and practice. This is a focus area for both the Audit and Performance Review and Quality Committees.

Finally, it was questioned if the AEB funding modelling has been completed and in response it was confirmed that it has, and the position is broadly positive.

## 10 **Principal's Strategy Report**

The strategy planning/development session for governors usually held in April to revise and review the strategic plan will be held in June 2024 this year to coincide and align with the approval and submission of the accountability agreement. Governors were asked for a top-level steer on what needs to be prominent in the next iteration of the strategic plan. Suggestions included:

- Lifelong learning (2025)
- Refined apprenticeship offering
- HE strategy
- AEB
- Additional maths and English (condition of funding)
- Improving ratio of LSO and High Needs
- Contribution analysis/sweating assets/commercial income
- Finance system implementation
- Adult learning (modular approach and attracting learners into levels 4-6)
- Responsiveness to inspection findings
- Accountability agreement – aligning and key delivery elements (boot camps)
- Apprenticeship system and processes improvements
- Investment decisions – profitability, efficiency, EBITDA generation
- Support for staff – improving sickness absence
- Return on capital investments – School of Nursing, new Green Skills Centre
- Contribution analysis, class sizes, broader efficiencies

The meeting adjourned at 10.30am and resumed at 10.40am

Clare Pelling, Eva Remeikaite, and Chloe Rothwell joined the meeting

## 11 **Student Governor Report**

### 1. **Student Voice Heat Map**

The format of the report has been changed to provide a more visual way of highlighting the views of students across all campuses. The heat map is shared with the student council and all actions will either be resolved, will roll on, or off the map.

Governors asked if the map could be prioritised in order of the highest issues for students. This will be captured when students directly comment on the map to highlight which issues are particularly important and those coded purple will indicate which ones as a result are prioritised. Student governors confirmed that they can see what comments have been made and which issues are repeated between meetings such as IT issues, WiFi access, and major investment decisions. Governors commented that it would be useful if the report identified the things that students are worried about. There are some negative new things, and some negative old things so a sense of how long things have been an issue would also be interesting to know.

HoLEx

A governor questioned what the Board should do with the report. It is the responsibility of the Board to hold the management to account and seek the assurance that student issues are being taken seriously and are being resolved. Student governors confirmed that students are communicated with, and updates are continually given. Reports to the student council are uploaded to LEARN (student portal) which highlights what has been achieved thanks to student input and student voice is visible so that students get the full picture to provide assurance that their views have been heard. Governors asked if more background information could be reported to show how many of the issues have been resolved since the last report to the Board.

HoLEx

Finally, the Chair commented that for those who are visually impaired it may be difficult to read some of the black text against coloured backgrounds so the Head of Learner Experience will take this into account for the next report to the Board.

HoLEx

## 2. Enrichment Update (Student Governor Presentation)

Student governors prepared and delivered a presentation to the Board showing the careers events available for students and all the different activities that are happening in the Hub. The favourite event for student governors was attending and participating at the King's Lynn Town Deal Board meeting.

The Chair thanked the student governors for the presentation and taking on the role and for highlighting and reporting to the Board on all the student activities across the college.

## 12 Capital Projects Update

The Vice Principal Corporate Services commented that the report demonstrates that there are currently a lot of property related activities, particularly new builds and that the risks associated with these were reported to the Audit Committee last week. Concern was raised by the committee around the capacity to manage the multiple projects particularly given the tight deadlines. This concern has been taken back to the Property Services team and it has been agreed that some project management support will be bought in to help manage not just the Tower Block roof but the £4m Green Skills Project at Wisbech.

Not detailed in the report, the Vice Principal Corporate Services asked governors to approve to fund a £400k funding shortfall in relation to the second storey extension to the School of Nursing Studies. The college has two sources of funding for this project, £700k from the University of Suffolk through the Centres of Excellence for Health Apprenticeships, and £750k through the Norfolk County Council Levelling Up Funding, which is yet to emerge.

The cost of the works to extend the ground floor to accommodate a lift to access the new second storey that will span the entire footprint of the extended building is £400k more than the £700k funds secured from the University of Suffolk. It is hoped that this sum will diminish through a further procurement round and/or other source(s) of funding can be identified and secured. The impact of reducing college cash balances by £400k was noted that it would not negatively impact on the financial health of the college, so the Corporation was asked to approve to finance the potential gap needed to move purposefully ahead with the project. Governors supported the investment in the building but questioned how much funds/budget would be required to equip the centre. It was confirmed that there is equipment on the ground floor that can be moved up to the second floor and with the additional space this may attract other avenues of funding for dentistry provision for example, which is an identified skills need and priority area. After due consideration the Corporation was content to **approve** the c.£400k funding gap unanimously by a show of hands.

Other items highlighted and questioned by governors included that:

- The Property Steering Group is to be reinstated. Membership is to be determined.
- There would be no maintenance liability for the college if the buildings at the Milton Campus are sublet by the current tenant.
- The legal firm are to produce a report to set out if the college has a legal case to raise concerning the Tower Block roof. All legal firms approached have advised that they will contract their own specialists to conduct the report that will incur a cost.
- It would be wise to obtain an independent view of any biodiversity net gain proposal rather than rely upon that of the college's property adviser.
- The energy efficiency rates of the new boilers to the Front Block span over 20 years and the cost to install is c.£350k.

VPCS/HoG

S Mitton left the meeting at 11.30am

## 13 Risk Register Review

The Head of Governance (as of 1 January 2024) has responsibility for risk management, GDPR, FOI, and Whistleblowing. The risk register has been remodelled to give governors improved visibility, oversight, and enhanced reporting.

As mentioned above, the Audit Committee has proposed some additional changes and commentary has been invited from the Chair of the Finance and General Purposes Committee who has been strategically involved in the development of the risk register over time, and the Chair of Governors who is also the Safeguarding Governor Lead. Their steer and commentary, where possible, will be woven into the next iteration of the risk register and

it was noted that the proposal to combine risks 10 and 11 covering both safeguarding and health and safety has been refuted and will be kept separate.

Governors were invited to comment further on the documents presented. Once feedback is captured a complete review of the risks, scores and text will be undertaken with risk owners for presenting to the Audit Committee and reporting up to the Board.

HoG

Governors were complimentary about the format, the presentation of the register is informative, the risks are reworded appropriately and generally this is a much clearer report to the Board.

Governors queried why risk R004 had been reworded to identify the risk of not increasing 16-19 student numbers and market share and not the broader student number. This has been separated deliberately as 16-19 funding is the biggest proportion of college income and therefore holds a higher level of financial risk than not recruiting, HE, Apprentices, or subcontracted provision, which are identified separately on the register (R016, R015, and R006 respectively).

It was agreed that the wording on risks R006 and R009 will be reviewed given that the college's strategy around apprenticeships is not to expand but refine apprenticeship provision and the causes and effects articulated better around the changing FE landscape. It was further questioned if there was a new risk emerging around the maths and English condition of funding and governors asked if the register can be filtered to show the risks from highest to lowest.

HoG

#### 14 **Strategic Targets 2023/24 – Progress Review**

Progress against all strategic targets has been reviewed during the spring term and the Principal/CEO highlighted that student attendance has improved since writing the report with the gap on maths and English relative to study programmes the best it has been for some time.

After challenging it was agreed that strategic targets 2.4 and 2.5 concerning the adult offer would be downgraded to amber progress (reasonable).

HoG

Regarding strategic target 4.6 around carbon reduction a governor queried where the college was in its efforts to achieve carbon net zero. The college has established a sustainability focus group who are tasked to shape the development of the college's sustainability strategy. Mechanisms are being developed to measure and calculate carbon costs and consideration could be given to look at a benchmarking tool that could be used to measure ourselves against and across the FE sector.

F Miller left the meeting at 11.50am

It was noted that staff absence levels are running ahead of benchmark and target and governors asked if the reasons were understood and are being managed. There are areas across the college where absence is higher than other areas. The most common reason for absence is mental health and an Employee Assistance Programme has been launched to provide counselling and other support and benefits to staff.

#### 15 **Governance Items:**

##### 1. **Re-appointments and Resignations**

There are no reappointments or resignations to record currently.

##### 2. **Committee Structure**

Further to the appointment (above) of Joe Yexley approved by the Corporation the composition of the Board is now 20 (the target determined number).

It was noted that Sally Mitton will take the role of Chair for the Remuneration Committee as Chris Ashman has left its membership.

##### 3. **Governor Recruitment and Succession Policy**

The Search and Governance Committee recommended the policy to the Corporation for approval. Further to due consideration the policy was **approved** for publication.

HoG

<p><b>4. Standing Orders</b></p>	<p>The substantive changes to correct the paragraph in the document have been made and the Search and Governance Committee agreed for the Standing Orders to be published in draft on the college website pending the approval of the Corporation. The Board <b>approved</b> the version presented noting that the committee will continue to develop the document with the Head of Governance.</p>	
<p><b>5. Proposal to disband Employment Policy Committee</b></p>	<p>The proposal to disband the Employment Policy Committee has been considered by the Search and Governance Committee who concluded that it could be disbanded and its responsibilities under its terms of reference redistributed. A post implementation review will be conducted six-months from disbandment. The Corporation <b>approved</b> the proposal to disband the committee, noting that the Standing Orders (approved above) will be subject to amendment to correct/remove any reference to the committee. The Chair thanked the Chair of the Committee for the work undertaken by members.</p>	HoG
<p><b>6. External Governance Review Progress</b></p>	<p>It was reported that the external governance review is on track. Reviewer, Rachel Nicol, has observed committee meetings and has met with selected governors. The final report will be presented to the Corporation at the meeting to be held on 3 July 2024.</p>	
<p><b>7. Use of Corporation Seal</b></p>	<p>Since the last report to the Board in December 2023 the seal has been applied (this was the second application, due to an administrative issue on the first application) to the Grant Funding Agreement with CPCA in respect of the Recycled Local Growth Grant (Carbon Net Zero Centre for Wisbech).</p>	
<p><b>8. Draft Schedule of Meetings</b></p>	<p>The proposed schedule of governors' meetings for the 2024/25 academic year was shared with governors. An additional meeting of the Audit Committee has been planned for October 2024 to help balance agenda items across the year. At the request of external auditors, the December Corporation meeting has been moved a week later to ease the production and final sign off and upload of the financial statements. Governors were asked to advise the Head of Governance of any date changes required ahead of the final schedule coming back to the Corporation for approval in July 2024, after which calendar invites will be sent out.</p>	All
<p><b>9. Learning Walks – Feedback</b></p>	<p>Learning walks and governor activities and training events were detailed in the report.</p> <p>Reports are expected from governors following walks and the Chair encouraged everyone to return their forms so that they can be included in the papers. The outstanding features of governor visits were shared by those who had completed link visits. Comments included</p> <ul style="list-style-type: none"> <li>• Impressed with students, their work, and ideas of where their studies may take them in their career ambitions</li> <li>• How studies have positively impacted students</li> <li>• Continued growth in animal care provision</li> <li>• How students are engaged and how their studies impact their lives</li> <li>• Opportunities for students for overseas work placements</li> <li>• How tutorials on college intranet could be shared across the college</li> </ul>	All
<p><b>10. Training/Development Morning</b></p>	<p>The next return for an accountability agreement will be 30 June 2024 and instead of two separate documents (an accountability agreement, and a skills duty), the return has been combined into one submission. Instead of convening an extraordinary meeting to seek the approval of governors the strategic planning morning for 24 April 2024 will be moved to 24 June 2024 for governors to develop the accountability agreement and subject to any amendments, sign off the annual return.</p> <p>The 24 April 2024 session will be used to host online sustainability training for governors and senior leaders. The training will be delivered by Change Agents UK and governors were encouraged to attend.</p>	

**11. Chair’s Dinner**

The Chair’s dinner is scheduled to take place on Thursday 9 May 2024 in the Novus Restaurant. The evening will be hosted by the Chair of Governors, with the dinner prepared, cooked, and served by the students of the college.

**16 Any Other Business**

The new front sheet format reports and executive summary were well received. Governors would like to see these used for exception reporting. There are some minor amendments to make to the format, adding the names of report writers for example, not just their job title, inserting the tick box option for financial implications and a choice to select a blank option from the risk drop down list.

HoG

**17 Date and time of next scheduled meeting**

Wednesday, 3 July 2024 at 8.30am

Meeting ended at 12.20pm