south essex college
FURTHER & HIGHER EDUCATION

Further Education Corporation

Approved Minutes

Minutes of a Meeting of the Further Education Corporation held at the Basildon Campus on Monday 4 December 2017 at 5.45 pm.

Present:	Mr D O'Halloran (Chairman) Ms O Buck Dr R Gray Mr P Griffiths Ms A-L Harding Mr T Knight Mr R Launder Ms J McGee Dr G Ocen (from 6.35 pm) Ms A O'Donoghue CBE Mr R Patterson Mr N Smith Ms M West Mrs G Williams
In Attendance:	Mr A McGarel (Deputy Principal & Chief Executive) Ms D Hurst (Director of Finance) Mr S Smith (Vice Principal, Corporate Resources) Ms D Galloway (Assistant Principal, Teaching & Learning) Mr P Moore (Deputy General Manager, Essex Shared Services Limited) Ms S Lane (Vice Principal, Curriculum & Quality) Ms K Mulvey (Vice Principal, Student Services and Adult Programmes) Mr R I Millea FCA (Clerk to the Corporation)

Chairman thanked Rhys Hughes and Brad Brooks for their contribution to the Board during their terms of office as Staff Governors as their terms of office have now come to an end.

1. **Appointment of new Governors** (Paper FEC.17.27)

The Board **APPROVED** the appointments of the following new Governors from today:

- Anne-Lise Harding (Support Staff Governor) – four year term
- Jo McGee (Academic Staff Governor) – four year term
- Nathan Smith (FE Student Governor) – till 31 July 2018

Ms Harding will join the Audit & Risk Committee and Mr Smith and Ms McGee will join the Curriculum & Quality Committee.

The Clerk **REPORTED** that all the above new Governors have been given an induction session and joining formalities are virtually complete.

The Clerk further **REPORTED** that Hiba Khoury (appointed 16 October 2017) had tendered her resignation from the Board as of today as she felt her other commitments may cause a potential conflict of interest with the College.

David Kennedy, who had been proposed for Membership to the Board this evening, has withdrawn his application to join.

Given the above, the Clerk **REPORTED** that, when Paramjit Singh Narang retires from the Board on 31 December 2017, there will be three vacancies on the Board.

There is a potential candidate for one of these positions which the Principal & Chief Executive will follow up and the Board will be kept informed of developments.

ACTION: PCE

In the light of the vacancies on the Board, it was decided to resume recruitment efforts in the New Year. This will include asking the College's Employer Engagement Team to be on the alert for possible candidates in employers whom they visit and the DPCE to enquire as to whether local banks might have a suitable senior candidate available.

ACTION: CLERK

The Chairman welcomed Paul Griffiths to his first Meeting as a Board Member.

2. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Lewis Fraser and Paramjit Singh Narang.

The Clerk declared his interest as Clerk to Chelmsford College and that his wife's cousin is the Clerk to Writtle University College.

3. Urgent Business

Audit & Risk Committee

The Clerk **REPORTED** that, with the resignation of Ms Khoury and Mr Kennedy's application to the Board not proceeding, the membership of the Audit & Risk Committee is now only three Board Members (the same as the quorum) namely Bob Patterson, Anne-Lise Harding and Geoffrey Ocen.

The Chairman asked if other Board Members could consider joining the Audit & Risk Committee and that recruitment for Board vacancies should consider possible candidates with audit/financial experience with a view to them joining this Committee. The Clerk reminded the Board that the next Meeting of this Committee is Wednesday 9 May 2018.

ACTION: CLERK

4. (a) Minutes of the Meeting held on Monday 16 October 2017

The Minutes of the Meeting held on Monday 16 October 2017 were **APPROVED** and **SIGNED** by the Chairman.

4 (b) Minutes of the Annual General Meeting of SECS 2016

The Minutes of the Annual General Meeting of South Essex Commercial Services Limited held on 5 December 2016 were **APPROVED** and **SIGNED** by the Chairman of that Company (Mr Launder).

5. Matters Arising from the Minutes

Institute of Technology

The Principal & Chief Executive provided an update. The Expression of Interest by the College for an Institute of Technology in Transport & Logistics has been overtaken by events. Government is now seeking 'generic' applications for Institutes with a bidding round commencing in January. The College is attending a Meeting in this regard in mid-January.

The PCE observed that a generic Essex bid is not favoured by the FEDEC Colleges and she did not believe that UEA would be interested in such a joint bid as it increased the risk compared to a bid from an individual College.

ACTION: PCE

There were no other Matters Arising from the Minutes which are not otherwise dealt with on the agenda.

6. Strategic Developments in South Essex (Paper FEC.17.28)

This was deemed to be a Confidential Item under the Instrument & Articles and a separate minute has been prepared in connection with this item and is attached to these minutes.

7. Finance Matters (Paper FEC.17.29)

Items 7(d) and (e) on the Agenda are deemed to be Confidential Items under the Instrument & Articles and a separate minute has been prepared in connection with these items and is attached to these minutes.

7 (a) Annual Report & Audited Financial Statements for the year ended 31 July 2017

The Board **RECEIVED** the following documents for review, comment and approval, presented by the Director of Finance:

1 Annual Report & Financial Statements for the College Group

2 Annual Report & Financial Statements for South Essex Commercial Services Limited

3 KPMG Audit Highlights Memorandum

4 Letters of Representation for the College Group and SECS

5 Letters of Comfort for SECS and Essex Shared Services Limited

The accounts of ESS Limited were provided for information, having been approved by the ESS Board and signed by the Chairman of that Board (Mr Launder).

In response to a governor question, the activities of ESS Limited were explained to the Board mainly being the provision of certain back office services predominantly accounting to SEC and Chelmsford College (it is a joint venture) and with some services to outside clients.

All of the above documents had been reviewed by the Policy & Resources Committee on 20 November 2017 and the Audit & Risk Committee on 22 November 2017, save for the Letters of Representation and Letters of Comfort.

Accounts for the year

The Annual Report and Accounts have been finalised and the audit has been completed. The Board considered the audited financial statements and agreed for the Chair and Principal to sign, including separate accounts for South Essex Commercial Services Limited alongside the Group Accounts.

The Accounts reflect the impact of transactions under FRS102 relating to the Local Government Pension Scheme.

It was noted that the net effect of the LGPS entries is a surplus of Comprehensive Income of £645K, arising from the actuarial gain of £2,783K exceeding pension service charges of £1,097K and pension interest charges of £591K.

The Board noted that the final operating deficit of £439K was £240K better that the reforecasted deficit for the year (prepared in May) of a deficit of £679K.

A reconciliation from the deficit in the July Management Accounts to the final surplus on Comprehensive Income was provided to Members (LGPS movements noted above). The Director of Finance also reported on other detailed points.

A governor asked why the fall in pay costs was proportionately less than the fall income between 2015/16 and 2016/17. The Director of Finance explained that subcontracting costs (including agency costs) had dropped between the two years which explained part of the anomaly raised by the governor on pay costs.

The College Financial Health based on these results is Satisfactory and has been confirmed by the ESFA in the Financial Health Letter (see item 7(e) below).

As part of the approval process, the Board specifically **CONFIRMED** that, in their opinion, to the best of their knowledge and belief, and having made appropriate enquiries of senior management, the College consolidated financial statements and the financial statements for South Essex Commercial Services Limited, present a true and fair view of the Group and the Company’s affairs as at 31 July 2017 and their results for the year then ended.

The Board **APPROVED,** and **AUTHORISED** the Chairman to sign, Representation Letters for the Group, and SECS as requested by the external auditors, KPMG.

The Board **APPROVED,** and **AUTHORISED** the Chairman to sign, comfort letters, requested by the external auditors, KPMG, wherein the College provides ongoing financial support to Essex Shared Services Limited, and South Essex Commercial Services Limited. The Clerk informed the Board that Chelmsford College as joint owners of Essex Shared Services Limited will also be providing a comfort letter to KPMG.

Taking all the above matters into account, the Board **APPROVED** the consolidated financial statements of the College and the financial statements of South Essex Commercial Services Limited for the year ended 31 July 2017 and **AUTHORISED** the Chairman of the Corporation and the Principal and Chief Executive to sign the College statements on behalf of the Corporation and Richard Launder, as Chairman of SECS to sign those statements on behalf of the Corporation.

The Board **NOTED**, on the advice of the Clerk, that the Report & Accounts of Essex Shared Services Limited, which is a joint venture between the College and Chelmsford College, have been completed, audited and approved by the Board of Directors of the Company. The College's share of the results of the Company for the year and the balance sheet deficit (including pension scheme deficit) is included in the Group Accounts on the equity basis. As Chairman of ESS Limited, Mr Launder has signed the Accounts of ESS.

It was **NOTED** that the approval of the SECS Limited accounts constitutes the business of the Annual General Meeting of the Company for the 2017 year and minutes to that effect have been prepared (see 7 (c) below).

The Board **RECEIVED** the final Auditor's Management Letter from KPMG, following review of the first draft by the Audit & Risk Committee.

(At 6.30 pm, there was a brief adjournment to enable the Chairman and the Principal and Chief Executive to sign the Financial Statements of the College Group and related documents and for Mr Launder to sign the Financial Statements of South Essex Commercial Services Limited and related documents)

The Board otherwise **NOTED** the Report.

Going Concern and Cash Flow

Cash balances at 31 July 2017 are positive at £3.726million. However, the College is facing an ESFA clawback caused by underachievement of the Apprenticeship Budget and a small amount of Adult Budget of approximately £2.065 million which is due to be collected in January 2018.

This clawback will push the College into overdrawn cash at some point in the early part of 2018, probably March. There is no overdraft in place to cover this potential shortfall and there is no mechanism under the revised banking arrangements with Barclays to procure a temporary facility.

The Board had already been informed at the last Meeting that the bulk of the clawback related to underachievement with our partners for Apprenticeships as to about £1.7 million and the balance was a shortfall on the Adult Education Budget primarily due to students no longer being eligible for AEB and using advanced learning loans. There was some holding back on the Apprenticeship work by partners due to the Apprenticeship reforms.

The Director of Finance explained to the Board the options to deal with this issue. As well as the shortfall predicted in March 2018, the College is required to confirm it is a going concern when the Accounts for the year to 31 July 2017 are approved by the Board and signed. This cannot be done unless there are means in place to ensure the College has sufficient cash to meet its debts as and when they fall due.

The Board were informed of three options to deal with problem:

1. Bank overdraft
2. Invoice factoring (against Student Loans Financing)
3. Exceptional Financial Support from the ESFA

No 1 is not possible as there is insufficient security available to be pledged to any bank to back up a short term overdraft facility.

No 2 involves procuring a loan against future income due from the Student Loan Company or the ESFA based on the issue of promissory notes and a Letter of Undertaking agreed by the Board. The facility is up to £4million no more than 85% of the total loan book at a rate of 1% for every 30 days of drawdown. Therefore, a £2million loan would cost for two months £40,000/£50,000 in interest.

It was noted that we have an outline facility letter from Sancus already.

No 3 has been discussed with ESFA during the monthly case conferences for some time to see if the clawback could be phased and recovered over a number of months rather than being repaid in one lump in January. This seems a genuine possibility and a request for such support is being lodged. A copy of the draft application for such support was provided to the Board for information.

Management favour option 3 to secure the College's cash flow situation during the critical period, based on their being a buffer of £500K during that time, as projected in the 2017/18 cash flow forecast which the Board reviewed.

The Board **NOTED** the position.

In response to a governor question, it was also **NOTED** that ongoing capital expenditure during this tight cash flow period could be financed by drawdown against promissory notes in respect of the Nethermayne land sale but it was stressed that capital receipts can in no circumstances be used to finance, even for a short period, revenue expenditure.

In addition, the Board specifically **APPROVED** the disclosures regarding Going Concern made on page 21 (Members' Report) and 32 (Note 1 to the Accounts) of the Annual Report and Accounts and that, in their opinion, the College will be a Going Concern for the period of twelve months following today.

It was **NOTED** that the external auditors, KPMG, are content with the College's assertions that it is and will remain for the period of twelve months from today, a Going Concern.

7 (b) Management Accounts to 31 October 2017

The Director of Finance **PRESENTED** a Finance Report comprising the Management Accounts for the two months ended 30 September 2017, which had been considered by the Policy & Resources Committee at its Meeting on 20 November 2017.

The Accounts showed a deficit of £604K against a budgeted deficit to this date of £909K, a favourable variance of £305K.

Total income to 31 October amounted to £10.4 million and total expenditure amounted to £11.0 million. The variances to date were itemised and a Commentary provided.

The Board noted that Financial Health at 30 September, based on these results, shows a score of Inadequate and they further noted that the scoring under the ESFA model will fluctuate during the year. The projection remains that the College's Financial Health will be Satisfactory at the end of the current financial year on 31 July 2018 as it was at 31 July 2017, evidenced by the Financial Health Letter received recently from the ESFA.

The Management Accounts included a detailed Commentary on all major lines of income and expenditure.

In particular, the favourable variance arises from payroll savings through teaching efficiencies and reduced payroll costs for assessors due to failure to achieve apprenticeship targets. However, there is a risk from agency staff costs being necessary to cover staff absences and 'hard to recruit' areas.

A governor asked if agency spend was now under control given historical issues. It was explained that we have significantly reduced spend on agency staff.

Management were confident that the AEB can be met for the year. The AEB is being tightly monitored on a monthly basis to avoid any clawback next year.

Governors were concerned with the potential underachievement of Apprenticeship targets, particularly due to the Apprenticeship reforms. A governor asked what the level of carry in was for apprenticeships and how long will we need to manage this. The levels were explained and the carry in is up to three years depending on duration of the last apprentice.

The non levy apprenticeship funding remains a threat as no funding is yet confirmed beyond 1 January 2018 for the period through to 31 March 2019. A bid has been made by the College but the outcome is not yet known and apparently delayed. This should be known before Christmas.

However, governors were informed that Apprenticeship income is and will remain an issue for some time. In particular, there is little take up by non levy payers but it is also proving difficult to close deals with levy payers as they are uncertain about the whole system. It is noted that many streams of curriculum do not yet have agreed Apprenticeship standards in place and therefore no end point assessments. The standards and end point assessments need to be signed off by the Institute of Apprenticeships and that is only happening very slowly.

A governor commented as to how can you control something that is apparently inherently uncontrollable and to realistically budget. The PCE explained that the College has made predictions on a conservative based on work the College has done with those employers in the past but admits that is only an educated guess.

The governor further challenged that if that is the case, what is impact on cashflow and how is it being managed. It was explained that Finance carry out daily, weekly and monthly reconciliations as well as cash forecasts. Data is taken from the apprenticeship portal to show future predicted income.

SMT monitor developments on a weekly basis.

It was noted that premises costs are showing a favourable variance but this needs to be further researched and confirmed.

The Director of Finance stressed to the Board that the achievement of a Management Accounts surplus for the year of £300K in line with the approved 2017/18 Budget is vital to strengthen cash flow and to confirm Financial Health as Satisfactory at 31 July 2018.

The Management Accounts continue to be subject to regular monitoring by the ESFA at monthly case conferences.

Balance sheet

At 31 October 2017, group net assets stood at £37.5 million, including fixed assets of £105.4 million. General provisions of £25.2 million represents virtually entirely the FRS102 pension liability, being the amount calculated at 31 July last year.

All bank covenants continue to be met. The current ratio at 31 October 2017 was 0.85, a slight improvement from the position at 31 July 2017.

Pay expenditure to 31 October 2017 was 67.3% of turnover against target of 62.5, but this is still too high.

Borrowing as a percentage of income (gearing ratio) stands at 47% against the sector target of no more than 60% and that 40% is reasonable.

The College Financial Health using the SFA methodology was Satisfactory (130 points) at 31 July 2017 but has now worsened to Inadequate again (110 points).

The Management Accounts were **NOTED.**

The Board **RECEIVED** the Report.

The Board thanked Debs Hurst for her contribution to the College as Director of Finance over the past few years and wished her every success in her new position as Vice Principal, Finance & Corporate Services at Chelmsford College.

7 (c) AGM of South Essex Commercial Services Limited

The Annual General Meeting of the Company was held at 6.30 pm.

7 (f) ESFA Letter

The DPCE **TABLED** a Report demonstrating the College's compliance with the questions raised by Mr Peter Lauener, Chief Executive ESFA, dated 17 November 2017 concerning standards of governance and accountability in Colleges in the FE sector whereby governors can receive assurance that the College adheres to appropriate standards for good financial management and governance.

The Report had been requested by the Policy & Resources Committee at its Meeting on 20 November 2017.

The Board **NOTED** the Report and that they were satisfied that the Board and the College met the standards referenced in the Letter.

7 (g) Teachers' Pension Agency Return

The certificated return of contributions to the Teachers' Pension Agency for 2016-17, audited by KPMG, external auditors, and certified by the Deputy Principal & Chief Executive, was **APPROVED.**

The Board **NOTED** that the format of the Return had changed from prior years with all variances, no matter how small, having to be reported on the Return.

8. Curriculum & Quality Matters (Paper FEC.17.30)

a. Final Report on Learner Performance 2016-17 (including HE)

The Vice Principal, Curriculum & Quality **PRESENTED** this Report, which summarised the final student outcomes for last year in terms of Achievement Rates.

The key points of the Report are as follows:

- College Overall Achievement Rate for 2016-17 is 84.7% (excluding English & Maths), a 0.2 pp improvement on the previous year (ProAchieve National Average 87.0%)
- GCE A Level and GCE AS Level Achievement below national averages. Science A Levels were withdrawn for academic year 2016/17.
- Study Programme Achievement for 16-18 year olds has increased at Entry/Level 1 by 7 pp and at Level 2, by 14.1 pp on the previous academic year. The pace of improvement at level 2 is driven by learner achievement at GCSE English and Maths and Functional Skills English and maths, which although getting better, is still a considerable challenge. Level 3 performance is down on last year by 2.1 pp but is affected by the drop in A2 achievement.
- Adults – programme achievement at Entry/Level 1 close to NA and above the NA for Level 2 – much improved on previous years at both levels. However, achievement at Level 3 is static compared to the previous year.
- Apprenticeship Achievement is above national averages for both Overall (by 3pp) and Timely (by 1pp)
- Overall achievement in HE is 91.2% against a target of 92%

The Vice Principal, Curriculum & Quality was asked by a governor as to the poor A Level results last year. It was explained that A Levels were changed last year. All students should have been enrolled on a linear two year programme. This was not correctly done and some students were enrolled who had already left the College which had an impact on retention figures. This error was identified and it was reported to the Curriculum & Quality Committee at its recent Meeting. As a consequence, the data was skewed and this affected retention and the overall success rate. Given that students do three A Levels, this compounded the effect on Level 3 overall results, as each A Level counts as a separate achievement.

The Principal & Chief Executive informed the Board that the College has written to the ESFA regarding this issue, explaining what happened and therefore why our A Level results appear to be below minimum standards.

In answer to a governor question, the Board was informed that more students will have to resit English & Maths this year as the GCSE results on entry, under the new specification in English & Maths are not as good as previous years.

A governor mentioned that the College results for AS and A Level in comparison to National Average looks poor and another governor asked how bad, in relative terms.

The Vice Principal, Student Services and Adult Programmes said the A Level has been thoroughly reviewed as it has been in decline over a number of years. This led to the closure of the sciences two years ago. Furthermore, students are not progressing well in value added terms to meet their target grade. Students had achieved their minimum target grade but needed to achieve higher than this to improve value added scores.

Without excusing what has happened, the VP, SS & AP said it takes time to get the mix right and this has not been helped by the change in the A Level curriculum structure which now included subsidiary diplomas. It has been necessary to stabilise the staffing and to review the teaching process and the means of assessing the students.

This year's target is to improve the Value Added i.e improving their TAG, and to look at the profile of the students as to what A Levels they do and maybe offer a different stream, e.g. 2 A Levels + a vocational diploma. The College results are affected by the nature of the College's intake given the competition locally.

A governor asked for the issue to be put into context. There were approximately 300 A Level students last year out of total of 5000+ 16-18 students, so although important, it is a relatively small part of total College provision for this age group.

b. Current Learner Performance 2017-18

The Board **RECEIVED** a Paper from the Vice Principal, Curriculum & Quality informing the Board of retention, attendance and Learner Numbers for the year to date. It also addressed the financial implications of this year's enrolment total under the lagged funding model for 2018/19.

The Vice Principal, Curriculum & Quality **PRESENTED** an up to date Report on progress to date. Members were reminded that the 16-19 student number target set by the ESFA is 5352.

Retention

The Board noted that retention rates for this year for 16-18 learners is 100% as any withdrawals have been actioned before the 42 day period, the Ofsted funding rules census point.

The KPI for 2017/18 is set at 92%.

A governor raised the issue of accuracy of our registers and recording of retention and attendance given the problems that existed last year. The Principal & Chief Executive stated that we are satisfied that there is an accurate position this year.

Analysis is currently proceeding to identify reasons for some 16-18 withdrawals this year with a view to re-engaging some learners in short programmes in year.

Attendance

College attendance stands at 84.3%, with punctuality at 97.1%. The KPI target for this year for attendance is 90% (last year 85.34%). Within this figure for attendance, attendance for English & Maths is 71%.

It was reported to the Board that there are some issues with the Unit E system. The Director of MIS is working on it and is correcting glitches as he comes across them. Last year was plagued by a poor system (pre-Unit E) and the implementation of the new system was not handled well by the Interim MIS Manager so there are still issues with the information.

A governor challenged as to why attendance to date is so much lower than the target for the year and felt that this is not on track to improve for the rest of the year.

Management responded that attendance remains a serious issue in the College particularly, but not entirely, in Maths as students are voting with their feet and not turning up. Sanctions are not having much effect and support from parents is not good. As much encouragement and coercion to attend as possible is being attempted but it is a real challenge, even though it is a marginally better picture than last year. Overall, a governor commented that the target looks very optimistic for this year.

Learner Numbers

The College has not yet reached its **FE** 16-18 learner allocation of 5352 for the 2017/18 year with current enrolment totalling 5143 (inclusive of 119 learners from Knights Academy), some 209 short of the allocation.

Failure to achieve the target of 5352 will reduce our funding allocation for 2018/19 under the lagged funding model. This might amount to around £800K.

HE numbers are 749 against a target of 848. This will result in a reduction of HE funding this year of £255,000 which will be recovered through HE spending reductions especially staffing costs.

In response to a governor question, the PCE explained that the financial effect was minimised as a significant part of the decline in numbers related to part time students which do not attract a full HE tuition fee.

Planning is in place to implement an enhanced curriculum offer for 2018-19 to meet the needs of learners and ensure that student target numbers are met. These include 16-19 Traineeships and a study programme offer for home schooled learners.

The Board **RECEIVED** the Report, **NOTING** the current level of student enrolment, retention and attendance for 2017-18 and the implications of not meeting allocation targets this year on funding.

c. Self-Assessment Report 2016-17 and Quality Improvement Plan 2017-18

The Principal & Chief Executive **PROVIDED** the Board with a verbal update as to progress with the above documents.

It had been previously agreed that Denise Brown, former Vice Principal, Curriculum & Quality, who left the College in the summer, would be responsible for preparing the Self-Assessment Report for last year.

The Report is now finished together with the QIP for the current year and is being reviewed by College Management. As soon as it has been vetted by Management, the SAR will be sent to Members by email and will be loaded as a draft on the Ofsted website by 31 December 2017 (subject to confirming that is the deadline date).

The Board will review and validate the SAR and it was agreed that a Validation Meeting would be held on Monday 15 January 2018 at 12 noon immediately before the Board Development Day. All governors are invited to attend for this purpose but this will not be a formal Board Meeting.

The Board **APPROVED** this approach.

ACTION: CLERK

9. Matters for Approval by the Corporation

The Clerk presented a verbal Report with accompanying documentation outlining matters for approval by the Corporation arising from items already considered in detail by Committee and are recommended for approval by the Board.

From the Curriculum & Quality Committee

The Board **APPROVED** the

- Academic Performance Targets 2017-18
- HE Enhancement & Improvement Strategy
- Committee Terms of Reference

From Audit & Risk Committee

- Annual Report of the Audit & Risk Committee 2016-17

From Board by Email

HE Annual Quality Assessment Return for approval – it was confirmed that the Return was submitted to HEFCE by the due date of 1 December 2018, a quorum of Members having approved its content and submission.

10. Items for Information Only

The Board **RECEIVED** the following Committee Meeting Minutes (unapproved):

- Curriculum & Quality	6 November 2017
- Audit & Risk	22 November 2017
- Policy & Resources	20 November 2017

The Board also **RECEIVED** a verbal Report on the business of the Remuneration Committee which met on 6 November 2017, given by the Vice Chairman of the Board. This covered Appraisal of the Senior Postholders, remuneration for them for 2017/18 and future succession planning.

11. Governance Matters

Review of Scheme of Delegation & Standing Orders

The Clerk reported that he had carried out the Annual Review of the above Governance documents. An amendment is required to Clause 28 (g) to the Scheme of Delegation in respect of HE, which the Clerk proposed, after consultation with the Chairman of the Policy & Resources Committee.

The Board was content with the amendment proposed and **APPROVED** these documents.

12. Forthcoming Events (Paper FEC.17.31)

The Board **NOTED** the contents of the paper, prepared by the Clerk.

13. Dates of Next Meetings

Monday 15 January 2018 at the Thurrock Campus (Board Development Day) at Noon.
Monday 26 March 2018 at the Thurrock Campus at 5.45 pm.
Monday 9 July 2018 at the Southend Campus at 5.45 pm.

There being no further business, the Meeting terminated at 7.45 pm.

Signed………………………………………………..Dated…………………………