

## **Further Education Corporation**

---

### **Approved Minutes**

Minutes of a Meeting of the Further Education Corporation held at the Southend Campus on Monday 9 July 2018 at 6.00 pm.

Present: Mr D O'Halloran (Chairman)  
Ms O Buck  
Dr R Gray  
Ms A-L Harding  
Ms H Khoury  
Mr T Knight  
Mr R Launder  
Ms J McGee  
Dr G Ocen  
Mr R Patterson  
Ms A O'Donoghue CBE  
Mr N Smith (till 7.30 pm)  
Ms M West  
Mrs G Williams

In Attendance: Mr A McGarel (Deputy Principal & Chief Executive)  
Mr S Smith (Vice Principal, Corporate Resources) (till 6.45pm)  
Mrs K Mulvey (Vice Principal, Student Services and Adult Programmes)  
Ms D Garroway (Assistant Principal, Teaching & Learning)  
Mr C Bladen-Kopacz (Dean of Higher Education – item 8 only)  
Mr P Moore (Director of Finance)  
Mr R I Millea FCA (Clerk to the Corporation)

### **1. Apologies for Absence and Declarations of Interest**

Apologies for absence were received from Sarah Lane (Vice Principal, Curriculum & Quality).

Lewis Fraser and Paul Griffiths were not present.

The Clerk declared his interest as Clerk to Chelmsford College and Company Secretary of Essex Shared Services Limited and that his wife's cousin is the Clerk to Writtle University College.

## **2. Urgent Business**

There were no items of Urgent Business.

## **3. Minutes of the Meeting held on Monday 26 March 2018**

The Minutes of the Meeting held on Monday 26 March 2018 were **APPROVED** and **SIGNED** by the Chairman.

## **4. Matters Arising from the Minutes**

There were no Matters Arising from the Minutes which are not otherwise dealt with in the Agenda.

## **5. Strategic Developments in South Essex (Paper FEC.18.05)**

*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.*

## **6. Finance Matters (Paper FEC.18.06)**

*Items 6. (d) and 6. (e) on the Agenda are deemed to be Confidential Items under the Instrument & Articles and separate minutes have been prepared in connection with these items and are attached to these minutes.*

### **6. (a) (i) Management Accounts for the ten months to 31 May 2018**

The DPCE presented the Management Accounts to 31 May 2018 for consideration and comment by the Board, assisted by the Director of Finance.

These Accounts had been reviewed in detail by the Policy & Resources Committee at its Meeting on 25 June 2018, as evidenced in the Minutes of that Committee Meeting, included at item 10 of this Agenda.

#### *Income & Expenditure Account*

Total income to 31 May 2018 amounted to £35.3 million and total expenditure amounted to £36.128 million, giving rise to an operating deficit for the eight months to March 2018 of £828K, after crediting the favourable Bursary Fund variance of £149K and the revaluation reserve release of £151K. This compares to the reforecasted deficit for the period of £364K, an unfavourable variance of £464K for the ten month period.

The Board was reminded that the results in the Management Accounts do not include any adjustments for Pensions accounting in respect of the Essex LGPS.

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

The Director of Finance provided a verbal commentary on the variances and actions being taken to control expenditure and achieve income targets as reforecasted for the rest of the year. Full details were provided in the paper to Members but are summarised as follows:

- Lower than expected Apprenticeship funding but hopeful of meeting year end target based on predictions received from the Vice Principal, Curriculum & Quality
- AEB lower than forecast but expected to meet year end target based on predictions received from the Vice Principal, Student Support and Adult Programmes (see below)
- Increase in HE withdrawals particularly those dating back pre the January reforecast but only recently notified
- Higher than anticipated staff costs due to use of agency and hourly paid staff which are to be controlled to mitigate the current overspend
- Exam costs higher than expected but should be within forecast by the end of the year
- Premises costs savings should broadly remain for the rest of the year

Regarding non-pay costs, these budgets are now frozen with only essential spend being approved through management sign off and targets are expected to be achieved.

Peter Moore explained that there will be no AEB clawback provided that a provider achieves 97% of their allocation. He circulated the latest update of the AEB performance up to RO11 and this shows that the College has achieved over 97% of the Budget for the year (£2941K v £3,000K, i.e. 98%) and therefore there will be no clawback in early 2019.

### Balance Sheet

At 31 May 2018, group net assets stood at £36.5 million, including fixed assets of £109.6 million. General provisions of £25.1 million represents virtually entirely the pension liability under FRS102, as calculated at 31 July 2017.

All bank covenants continue to be met (debt service cover and gearing). However, the Board noted that the balance sheet gearing should not exceed 36% of net assets and presently stands at 35.5%. The current ratio at 31 May 2018 was 2.13 due to the improvement in the College cash flow following the encashment of the first Redrow promissory note and drawdown from the Basildon Landowners Development Account.

Pay expenditure to 31 May 2018 remains high as a percentage of turnover (64.7%) against a revised target of 62.2%. Borrowing as a percentage of income (gearing ratio) stands at 57.6% against the sector target of no more than 60% and taking 40% as reasonable.

### Outstanding debtors

The Board were provided with an analysis of outstanding debtors at 31 May 2018 amounting to £672K.

The College also has Notes Receivable (from Redrow in connection with the Nethermayne Sale) of £27,179K.

The bad debt provision amounts to £300K and is deemed to be sufficient. However, it will be subject to full review as at 31 July 2018.

### Cash flow forecast

Reports on the cash flow of the College continues to be a regular item on the Board Agenda and of the Policy & Resources Committee and the forecast for the remainder of this year and for next year was provided to Members.

### Other Matters

The College has begun to release on a quarterly basis (£45K per quarter) the Lennartz VAT provision due to effluxion of time and therefore cannot be reclaimed by HMRC as advised by VATAngles. The legal case regarding the provision overall is still unresolved.

Due to buoyant cash balances arising from the Nethermayne land sale improving the current ratio, the College's Financial Health based on the ESFA methodology is currently **Good**. At the year end, it will be a strong **Satisfactory** leaning toward Good. The cash balances from disposal are for re investment in the new campus and therefore matched against payments to the contractors.

The ESFA have seen these draft accounts to 31 May 2018 and the disappointing results but are more concerned about the effect they may have on College's Financial Health. The DPCE commented that lifting of the Notice of Financial Concern is possible after the end of year accounts and the financial forecast to 2019-20 are submitted, assuming, as is currently expected, that they show Satisfactory Financial Health.

The January reforecast has not been met, which was very disappointing. There remain concerns that the reforecast will be met, particularly with regard to achieving income targets, and the outturn could well be worse than the reforecast of a deficit of £78K (before revaluation reserve release of £181K) but it is hoped not by much.

The Board otherwise **NOTED** the position.

### **6. (a) (ii) Estimated Financial Outturn to 31 July 2018**

A full reforecast of the College Accounts as at 31 January 2018 and comparison to budget for the year ended 31 July 2018 has been completed.

The original budgeted operating surplus of £131K will not be met. This was reforecasted in January 2018 to an operating deficit of £78K. This remains the target for the year, before any adjustments for FRS102 pension accounting or release of revaluation reserve. It does not include the bursary fund release of £149K.

The forecast outturn for the year ended 31 July 2018 was **RECEIVED** by the Board.

### **6. (b) College Budget 2018-19 and Projected Cashflow 2018-19**

The Director of Finance and the Deputy Principal & Chief Executive **PRESENTED** a Budget to the Board for next year for consideration and approval. The Provisional Budget had been discussed by the Senior Leadership Team and reviewed in detail by the Policy & Resources Committee at its Meeting on 25 June 2018, who had endorsed it in principle, subject to finalising the College position on sub-contracting activity next year.

The Budget was accompanied by a projected cash flow for next year. Governors noted the criticality of managing the cash flow during the months of January to April 2019. The current projection shows no serious issues expected and cash balance not to drop below £1million during this period.

The Board acknowledged its responsibilities to ensure that, in its opinion, based on all available information, the College will be a Going Concern when the published accounts for the College for the year ended 31 July 2018 are signed off in December 2018 and that the Board will be able to give assurances in this connection to the external auditors, who will have to form a view that, in their opinion, the College remains a Going Concern.

The Clerk reminded the Board has to comply with its responsibilities as Trustees and must not countenance the College trading wrongfully and Governors need to consider their position when making decisions for the future of the College and judgements regarding the College's financial health. This will be very relevant as the proposed merger proceeds in making sure the College can finance the merger and the trading of the revised Group once PROCAT has joined.

The Chair asked about the likely performance of Apprenticeships next year and what confidence/evidence there is that the budget for next year can be met. The DPCE said that the significant growth in Apprenticeships on the reforecast for this year is encouraging and that he will give a detailed breakdown of Apprenticeships starts during next year so it can be carefully tracked.

#### **ACTION: DPCE**

The DPCE said that the projected surplus of £200K for next year is very tight and requires income growth and cost control. The aim is to keep payroll costs at 62.5% of turnover in line with the view of the FE Commissioner. It was noted that lower would be preferred.

Maya West asked if the Curriculum Plan is deliverable in the light of the proposed payroll budget and felt that there might be some redundancies. The DPCE said that it is the view of Management that the curriculum can be delivered on the payroll budget included without redundancy.

In addition, in response to the Chair, the DPCE emphasized the control mechanism being put in place with Heads of Department to manage tightly their non pay costs budgets. Managers will be held to account for the budgets allocated to them and it will be part of their performance management.

The Chair recognised that the cash flow forecast does reflect drawdowns from the Basildon Trust Account to finance the capital works as part of the Nethermayne capital spend programme. The DPCE confirmed that the other partners to the Trust Account are aware of the need for drawdown and no problems are envisaged in that being facilitated as and when needed.

The Board **RECEIVED** cash flow forecasts for both 2018-19 and 2019-20.

The Board **NOTED** the risks to the financial forecast, including cash flow, arising from the proposed merger with PROCAT. It was **NOTED** that the forecast being approved this evening does not include any figures in connection with PROCAT. Revised Budgets incorporating PROCAT will feature as part of the application to the Transactions Unit for funding, which is a separate exercise.

The Board considered the information provided and **NOTED** further additional risks/objectives for next year's Budget and Cash Flow:

- Reduction in ESFA 16-19 allocation for next year of £2.0 million
- Control of spend on all costs
- Maximise Apprenticeship offering with employers
- Reduction in sub-contracting due to more delivery in-house
- Careful control over agency costs
- Expected Adult Education income
- Predicting planned/anticipated savings from restructuring consequent on the merger with PROCAT (not yet factored in)
- Any restructuring costs being contained within the payroll budget
- Maintaining Financial Health at least Satisfactory but preferably Good
- Departments not being able to operate within their cost allocations
- Level of recruitment to 16-19 Study Programmes, HE and International Work not meeting income targets

The Board considered the detail explanations of each major line item in the Budget in its overall consideration of the figures provided.

As discussed at the Policy & Resources Committee, the College cannot afford to subcontract £734K and it was proposed to subcontract £234K to local providers only.

Overall, the Budget projects an operating surplus of £200K for 2018/19 (ignoring release of the revaluation reserve of £181K). This assumes that recruitment targets are achieved and costs are appropriately reduced.

The Board **APPROVED** the College Budget for 2018/19.

## **6. (c) Three Year Financial Plan 2018-20**

The Board **CONSIDERED** and **APPROVED** the Financial Plan 2017/20, comprising the forecast outturn for 2017/18, the Budget for 2018/19 and Forecast for 2019/20. The Plan is required to be submitted to the ESFA by 31 July 2018 under the Financial Memorandum.

The Board also **REVIEWED** the cash flow forecast for the three years and **NOTED** the continued investment in capital projects for the next two years which relies upon the drawdown of funds from the Basildon Trust including the £10million encashment of the second Promissory Note from Redrow. The operating cash flow remains positive.

The forecast for Financial Health shows strong Satisfactory for 2017/18 and moving to Good for 2019/20. The Board noted that the ESFA will use the Financial Plan as a basis to lift the Financial Notice of Concern.

The Paper outlined for the Board the key issues and assumptions:

- 2019/20 income expected to rise under lagged funding model
- Increased delivery of Apprenticeships
- Reduction in staff and non-staff costs 2018/19 but will rise in the following year due to greater activity
- Nethermayne Campus disposal not fully assumed in the balance sheet as the site is still in use and this is on a phased basis
- Continuing investment in capital projects over the two years to come

The Board **NOTED** that the budgeted surplus before revaluation reserve transfer for 2018/19 is £200K and the Projected Surplus for 2019/20 is £220K. Both years incorporate an unapproved salary increase for staff of 1%.

## **7. Report on International Work (Paper FEC.18.07)**

An update on International Business Development was presented by the PCE in the form of a Paper authored by Suzie Wagstaff, Head of International Business Department.

The Report outlined the proposals for the future for this activity:

- Obtain agreement from our UK HE partners to recruit overseas students
- Advertisement on the website of available courses
- Update our Arrival Guide with overseas student information
- Establish recruitment agent network in China
- Maintain robust relationship with existing agent in China
- Expand EFL (English as a Foreign Language) market
- Increased recruitment of students in-country overseas on both FE & HE

The budgeted income for 2018/19 for this activity is £580K (2017/18 £500K). With the successful application of Tier 4 status, there should be considerable growth opportunities in this area in the medium term.

Geoffrey Ocen said that China is looking for Colleges to work with in the UK at present and he knew of a recent delegation from China with that mission. The PCE said that in her experience such delegations are not always working on a long term basis and the College's activities are predicated on that objective. The PCE said that she considered working with selected Colleges in China on a personal basis is likely to be more long lasting and it enables the College to better control quality assurance

Rod Gray asked what provision we make for Chinese students who come to the College. The PCE indicated that the College arranges accommodation for them in University Halls of Residence or, if under 18, they are placed with a host family.

Rod Gray expressed concern regarding College staff visiting Myanmar in connection with our International activities. The PCE replied that no staff will visit except possibly the PCE and the Head of International Work and a full risk assessment will be prepared before a visit is undertaken.

The Report was **RECEIVED**.

## **8. Curriculum & Quality Matters (Paper FEC.18.08)**

### Further Education

#### **8.1 FE Curriculum Plan 2018-19**

The Principal & Chief Executive **PRESENTED** the FE Curriculum Plan for 2018-19.

The Plan for 16-19 study programmes remains broadly similar to 2017/18 apart from some changes to AOs whether it is deemed to be better for students. There will be some new areas of provision at Stephenson Road for Engineering and Motor Vehicle and a logistics pathway has been added alongside business qualifications. There will also be a full time AAT qualification.

The Board was informed of the following actions taken as part of the curriculum strategy:

- Reduction in sub contract funding in 2018/19, resulting in increased College funding in a number of areas
- Continued development of the College Apprenticeship offer applying the new standards with subcontracting only in niche provision areas
- End point assessments purchased through FEDEC collaboratively (via ESS)
- Review of College based adult skills provision to maximise funding for the College

The College will be funded for 5010 16-19 students under the lagged funding model and it is the intention to recruit higher than this number in order to increase funding in this area for 2019/20.

Terry Knight queried the number of access pathways being offered and in which curriculum areas. Kathy Mulvey agreed to provide details.

**ACTION:KATHY MULVEY**

The Board **APPROVED** the FE Curriculum Plan for 2018-19.

## 8.2 Student Applications 2018-19 (Paper FEC 18.09)

The Deputy Principal & Chief Executive reported that Student Applications for 2018/19 are looking positive so far in aiming to meet our 16-18 allocation of 5,010 but they have to be converted into enrolments.

This year we have enrolled students prior to GCSE results day and the College has focused on year two student enrolments. As at 29 June 2018, 4929 applicant offers have been made, which includes 1934 progressing students. To date we have enrolled just over 3,000 students and enrolment continues over the next few weeks, including some progressing students and 276 interviews are due to take place for recent applicants.

Furthermore, students will be able to enrol on GCSE and A Level results days and this is anticipated to lead to the College exceeding its target allocation number.

Monitoring of attendance in the first few weeks of the new academic year will be vital in order to ensure the College does not lose students who may be thinking of leaving or changing their minds about commencement.

A large FE Recruitment campaign will continue throughout the summer and into September.

There is optimism that the College allocation for 2018/19 of 5010 students can be met and therefore, under the lagged funding model, the allocation of income for 2019/20 can at least be maintained. Efforts will be made to increase the enrolment above that figure to improve the allocation for 2019/20.

The risk of applications not converting to enrolments is acknowledged but the activity underway and planned should help to convince students to choose SEC as their preferred education option.

In response to a question from Terry Knight, the PCE said that recruitment is progressing very well. The actions taken to improve the process this year have been very successful and productive.

The Board **NOTED** the Report.

## 8.3 FE Learner Survey 2017-18 (Paper FEC 18.10)

The Board **RECEIVED** a Report on the outcome of the FE Student Survey results for 2017/18, presented by Debbie Garroway.

The College surveyed 6945 learners, of whom 5531 replied – a response rate of 80%, which met the College target. Basildon Campus had a response rate of 84% and Thurrock and Southend achieved 79%.

Five departments failed to reach the target (Business and ICT, ESOL, Art and design, Sixth Form and English and maths) with English and maths being the lowest at 56% on the back of 217 returns.

Governors were provided with detailed analyses of the Survey showing breakdown of questions which were related to the Ofsted framework, key strengths and Areas for Improvement based on the satisfaction rates and proposed actions based on the results.

These Actions covered:

- Improve the response rate to 85%
- Engineering & Construction to improve the student perceptions
- Possible survey fatigue for Sixth Form students (they respond to four surveys)



- Communicate results to students to appreciate areas to improve
- Identification of course with low satisfaction rates, discussing why and taking steps to get better
- Review of Schemes of Work and Lesson Plans and complete observations on Functional Skills and GCSE Maths

Overall, the Board **NOTED** that the satisfaction results for 2017/18 have remained static compared to the previous year.

### Higher Education

#### **8.4 Update** (Paper FEC.18.11)

The Dean of HE **PRESENTED** a Paper informing the Board of the current regulatory, collaborative and financial context of the HE provision. The Paper noted the risk to the College of failure to align to OfS requirements, validation of partner expectations and market position. OfS will give approval by September of the submission made by the College, which is likely to have some conditions.

HE provision has been impacted in a number of ways:

- OfS requirements – regulatory and legal documentation – UEA helped with our submission and we have used them as our benchmark
- Faculty of HE has been established
- Collaboration with UEA and UAL to evidence partnership provision for OfS
- Run off of courses with University of Essex
- Recent successes – new validation of courses, complimentary feedback from stakeholders on OfS submission, reversal of downward retention trend (now 88%, last year 82%), students receiving national awards in graphic design

The Paper contained full details in respect of the bullet points noted above.

The aims for the future are to continue the College's current approach in alignment of stakeholder requirements and expectations including updates on a regular basis to Governors on interaction with the OfS.

The Board was informed that recently the College has successfully had validated three Media programmes and six Social Science programmes.

Terry Knight asked if UAL and UEA policies are consistent and do we have a hybrid third option. The Dean of HE confirmed that policies are different and the college adopts policies to be compliant.

Terry Knight said that retention was important to secure our income from HE but asked about how retention is calculated over a 3 year programme. The Dean of HE said retention is considered in the context of past years and the in year position with both being used to evidence our performance.

Anne Lise-Harding asked when the Board will see the HE Student Survey results. The Dean of HE said that August 2018 is expected date and the Clerk was asked to place this item on the Curriculum & Quality Committee Agenda for the November Meeting to consider results and proposed actions arising.

**ACTION: CLERK**

The Board **RECEIVED** the Report.

### 8.5 HE Curriculum Plan 2018-19 (Paper FEC.18.12)

The Board **CONSIDERED** the above Plan which covered new courses planned and courses being removed from our offer and gave its **APPROVAL**.

The Plan included new courses planned and courses being removed from the Offer. There are currently five awarding bodies involved with the College (University of Essex (run off courses), UAL, UEA, OU and Pearsons).

A list of proposed courses for next year formed part of the Paper for governor approval.

### 8.6 HE Student Applications 2018-19 (Paper FEC.18.13)

The Board **REVIEWED** this Report indicating the likely cohorts for 2018/19 of new entry undergraduates.

The Board noted that numbers are down for applications with only 179 new students contracted for as opposed to 209 at the same point last year.

In addition, 39 students have indicated the College offer is their 'insurance' place and a further 30 students have yet to confirm offers made to them.

The DPCE said that, in response to a question from the Chair, on the basis of the contracted for students for 2018-19 which includes continuing students, expected income for the College in 2018-19 is £5.1 million. Of this total, approximately £1.3million relates to the 209 new students mentioned above (179 + 30).

There is the possibility of some more recruitment through Clearing.

Gwynn Williams was concerned as to whether the College is sufficiently proactive in trying to recruit students, given the drop in recruitment. The Dean of HE said that there are considerable mechanisms in place and HE staff are working hard to get as many students to sign up as possible. The Dean of HE stated that Student numbers enrolling into Universities have been lower this year nationally but SEC has to some extent bucked the trend.

The Chair said that the recruitment to Costume Construction was very disappointing. The Dean of HE said this was due to poor interviewing by the Programme Leader who used group interviews for the interview process. This has now been addressed moving forward.

Terry Knight said that the poor recruiting had not been RAG rated RED and this needs to be changed. This was **AGREED**.

The Chair and Richard Launder both expressed concern about the fact that there are some very small HE cohorts, which raised doubts as to whether those cohorts are financially viable. The Dean of HE said that some are clearly at the margin but it is believed they are all making a contribution to overheads.

The Dean of HE said the drop for this coming year can be attributed to delays in getting courses validated with new providers and therefore the ability of the College to market some courses.

The Board noted that a development programme is in place to increase student undergraduate numbers to 1402 by 2023 to ensure the viability of the College HE offer. Marketing of courses is one of the functions of the HE Committee and it has tasked the Dean of HE to implement a new managed growth strategy for all undergraduate programmes over the next five years to lead to the planned increased numbers by 2023.

One initiative that is vital is to ensure robust transition of applicants to firm enrolments.

The Board, through the Chair, challenged what was being done to increase applications and a detailed response was given on actions being taken.

Governors asked to be informed of the final numbers at the Curriculum & Quality Committee in November, as they remained concerned about the predicted numbers and the low numbers on a small number of programmes.

The Board **NOTED** the Report.

**ACTION: DEAN of HE**

## **9. Matters for Approval by the Corporation**

The Clerk presented a verbal Report 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 Policy & Resources Committee*

The Board **APPROVED** the

- Fees Policy 18-19 (FE & HE)
- Information Security Management Policy
- Data Breach Notification Policy
- Health & Safety Policy
- Whistleblowing Policy
- Review of Financial Regulations

In response to a question from Terry Knight, it was confirmed that Craig Willcocks (Head of IT) is the responsible officer for all data security and disposal in the College, whether IT or paper based.

## **10. Items for Information Only**

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

- Search & Governance      14 May 2018
- Audit & Risk                17 May 2018
- Policy & Resources        23 April 2018 (approved) and 25 June 2018
- Curriculum & Quality      14 May 2018
- Board Development Day   2 July 2018 (notes only)

The Board **RECEIVED** the following documents which had been considered by the Policy & Resources Committee on 25 June 2018:

- Management Accounts to 31 May 2018 (see minute 6.1)
- Estimated likely outturn for the year to 31 July 2018 (see minute 6.2)
- Health & Safety Report
- FE Student Applications 2018/19

## 11. Governance Matters

### Election of Vice Chairman 2018-20

The Clerk reported that he had received two nominations, that of Gwynn Williams, for the position of Vice Chairman of the Corporation for the two year period 2018-20, commencing 1 August 2018. Gwynn Williams was therefore declared **ELECTED** by the Board as Vice Chairman for this period, nem con.

### Student Governor Membership

The Clerk advised that both Student Governors (HE and FE) complete their terms of office on 31 July 2018 and neither is eligible for re-appointment, as they have both concluded their studies at the College.

New student governors will be sought in time for the next Board Meeting in September and the Clerk will arrange induction for them.

### Committee Memberships 2018/19

The Clerk provided the Board with a schedule of Corporation and Committee Memberships for 2018/19, following review by the Search & Governance Committee at its May Meeting. The schedule was **APPROVED**.

On the recommendation of the Audit & Risk Committee, the Board **APPROVED** that the Membership of the Audit & Risk Committee may, from time to time, include a staff governor, provided there are no perceived conflicts of interest between their Membership of the Audit & Risk Committee and their day to day College role.

## 12. Corporation Matters (Paper FEC.18.14)

### Meeting Planner and Schedule of Business of the Board and Committees for 2018/19

These were **APPROVED** by the Board.

It was noted that further Meetings will need to be added to the Planner in relation to the forthcoming merger with PROCAT, principally the proposed Shadow Board. It was further noted that there may be changes to the Planner depending on the final structure with PROCAT.

### Succession planning for the Chair

The Chair indicated that his personal circumstances may curtail to some extent his involvement in the near future but he confirmed that he intended to serve his current term as Chair which ends on 31 July 2019.

He urged Members to consider whether in the future they might wish to be considered for the chairmanship of the Corporation.

### Performance Indicators

The Clerk **REPORTED** on Attendance by Members at Board and Committee Meetings during 2017/18. The Board set a KPI of 80% attendance.

The attendance percentages for the Corporation and its Committees over the past twelve months have been as follows (last year in brackets):

Corporation	78%	(69%)
Search & Governance	83%	(92%)
Policy & Resources	90%	(73%)
Audit & Risk	65%	(84%)
Curriculum & Quality	77%	(63%)
Remuneration	80%	(87%)

The Attendance target is 80%, as set by the Search and Governance Committee.

The attendance percentages are based on actual membership during the year (excluding number of vacancies in the calculations)

#### Appointment of Internal Auditors 2018/19

The Board **APPROVED** the appointment of Messrs Scrutton Bland of Ipswich as new Internal Auditors of the College for a three year term commencing 1 August 2018 in succession to RSM.

A full tender exercise took place and formal interviews of potential candidates took place on 13 June 2018, jointly with Chelmsford College, and the panel made the appointment of Scrutton Bland a unanimous recommendation.

The Chair of the Audit Committee commented briefly on the quality of the candidates.

#### Other Matters

Board Members will shortly be given copies of their current declarations of Interests for updating and return to the Clerk. They were also asked to confirm that they remain eligible to serve on the Board.

Governors were provided with a schedule of training events which they had attended in the past year. The Clerk was included on this schedule.

### **13. Forthcoming Events (Paper FEC.18.15)**

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

### **14. Date of Next Meeting**

Monday 15 October 2018 at the Thurrock Campus.

There being no further business, the Meeting terminated at 8.25 pm.

Signed.....Dated.....