

Preston College

Redacted and Abridged ¹Minutes of the Board Meeting held 8th July 2021 at 5pm via Zoom

Present:

Mr J Boydell	Chair
Mrs L Doswell	Principal and Chief Executive
Mr S Anyon	
Mr S Browne	
Mr M Collard	
Mr M Driver	
Mr S Edwards	
Ms J Garcia	
Mr J Jepson	
Ms J Jones	
Mrs L Mason	
Mrs J Mein	
Mr D Patel	From Minute 11
Mr T Readett	
Miss A Renfree	
Mr J Tansley	
Mr J Taylor	From Minute 9
Ms G Turner	

In attendance:

Ms M Haworth	Vice Principal - Quality, Teaching, Learning and Learner Support
Mr M Noblett	Vice Principal - Curriculum Delivery and Planning
Mr S Nixon	Executive Director of Resources
Mrs C Rayner	Clerk to the Board
Ms G Thornton	Head of Human Resources

Apologies:

1. Welcome and apologies

The Chair welcomed everyone to the meeting. The Clerk reported that Mr Patel would join later in the meeting.

It was noted that that no apologies had been received and a quorum was present.

2. Declarations of interest

No declarations of interest were made.

3. Minutes of the previous meeting

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Please note that any matters which the Corporation is satisfied should be dealt with on a confidential basis have been removed from these minutes.

The Clerk highlighted that Mr Noblett and Ms Haworth had been in attendance at the Board meeting on 18th March and she would correct the minutes. The Board approved the Minutes of the Board meeting held on 18th March 2021, 20th May 2021 and 16th June 2021 as correct records.

Resolved: The Part 1 Minutes of the Board meeting held on 18th March 2021, 20th May 2021 and 16th June 2021 as correct records, subject to the correction of the minutes of 18th March 2021.

4. Matters arising

The Board noted the report on progress of actions from previous meetings.

Resolved: The Board noted the report on progress of actions from previous meetings.

5. Budget 2021/22

Mr Nixon, Executive Director of Resources, presented his report the Budget 2021/22 which summarised the outcome of the detailed budget setting activity. Mr Nixon reported:

- the draft budget, at Appendix A, had been prepared in unusual circumstances, but largely assumed that the year would be relatively normal with few pandemic restrictions;
- the 2020/21 financial year was always likely to be difficult given the impact of the pandemic on income lines, notably Adult Education Budget and apprenticeships;
- the budget for 2021/22 was set on the basis of beginning the post-pandemic. In-year improvements would be sought dependent on external circumstances, but considered to be a good starting point to continue the improvements in financial health made in recent year;
- the three year financial plan (2020 to 2023) was also provided in summary form at Appendix B), together with the associated commentary at Appendix C, and, subject to Board approval, would be submitted to the Education and Skills Funding Agency by the end of July 2021;
- the budget included provision for a staff pay award;
- the Resources Committee had recommended the budget to the Board for approval.

The Board discussed the draft budget with management and, in response to questions from governors, noted:

- the Chair provided assurance that improving the KPI for 'staff pay as a percentage of income' was a regular focus of discussion at Resources Committee. The Committee had discussed that staff costs should be reduced gradually rather than via restructures in order to maintain the College's stability and staff morale. He confirmed the Committee would continue to maintain a watching brief;
- the impact of bringing the College's catering provision in house. It was noted that the budget for 2021/22 was prudent due to ongoing uncertainties relating to Covid which might continue to affect the number of staff and learners on campus. However, income was expected to increase in the long term.

The Board approved the Budget 2021/22 and the three year plan covering 2020 to 2023.

Resolved: The Board approved the Budget 2021/22 and the three year plan covering 2020 to 2023.

6. Risk Register

Mr Nixon referred to his report on the Risk Management Register and referred members to the Risk Management Register, dated July 2021, at Appendix A, which had been considered by the Audit Committee on 9th June 2021. He highlighted that a risk had been added on Leadership and Management following discussion at the Audit Committee.

The Chair of the Audit Committee highlighted that many of the “red” rated risks related to the impact of Covid and whilst these represented significant risks, it was anticipated that if the Covid situation improved the risks would decrease.

The Board noted the Risk Register and agreed the current risks.

Resolved: The Board noted the Risk Management Register and agreed the current risks, actions completed and further actions still to be completed.

7. Safeguarding and Prevent Policy and Implementation Review

Ms Haworth, Vice Principal - Quality, Teaching, Learning and Learner Support, presented her report on Safeguarding and Prevent Policy and Implementation. She reported the Safeguarding and Prevent Policy had been reviewed by management with proposed revisions shown as track changes at Appendix A. She explained that most changes were cosmetic such as updating names and contact details for staff with safeguarding responsibilities and adding the name of the safeguarding link governor.

Ms Haworth proposed that going forward the governance review of the Safeguarding and Prevent Policy should be scheduled during autumn/winter term to allow any changes to government’s guidance on Safeguarding and Prevent issued at the start of term to be incorporated. The Board agreed the policy review should be rescheduled as proposed.

Mrs Mason reported that since her appointment as the College’s link governor for Safeguarding and Prevent in December 2020 she had met with Ms Haworth and Mrs Southworth three times to discuss College safeguarding matters. Mrs Mason highlighted the significant workload of the safeguarding team during 2020/21 and that she had been assured by the information provided in these meetings. She highlighted the College’s work on peer to peer safeguarding issues and abuse which had been highlighted by Ofsted’s review of sexual abuse in schools and colleges and the ‘substantial assurance’ given by internal audit following its recent review of the College’s Safeguarding and Prevent Framework.

The Board noted the report and approved the proposed revisions to the Safeguarding and Prevent Policy.

The Board noted the Safeguarding and Prevent report and approve proposed revisions to the Safeguarding and Prevent Policy.

8. Partnerships 2020/21

Mr Noblett, Vice Principal - Curriculum Delivery and Planning, presented his report on Partnerships during 2020/21. Mr Noblett reported:

- during 2020/21, the College had managed two main sub-contracts with Lancashire Fire and Rescue (Prince’s Trust) and Preston North End Community Trust (PNECET) and explained how these partnerships benefited the College and learners;

- an update on the collaborative project with Lancashire based colleges and universities in submitting a Stage One bid to the DFE to establish an Institute of Technology (IOT) in Lancashire. In April 2021, we were informed that the Stage One bid was successful and a Stage Two submission had been compiled. He outlined how this project would build on the introduction of T Levels and the partnership with University of Central Lancashire.

In response to a query, Mr Noblett provided further information on College subcontracting income.

The Board noted the report and approved the proposed sub-contracting arrangements for 2021/22

Resolved: The Board noted the report and approved the proposed sub-contracting arrangements for 2021/22.

9. Governance Matters

The Clerk presented her report on Governance Matters which included a report on current Board membership, Term of Office and committee membership at Appendix A. The Clerk reported:

- that Mr Hunter, appointed by the Board on 16th June 2021, planned to join the Board as an independent governor for the new academic year;
- on succession planning and applications received for the independent governor vacancies to date with two further applications expected;
- the Search and Governance Committee would hold interviews over the summer and the proposal that the Board considered any recommendations by written resolution to allow time for induction of all new governors to be co-ordinated and any new governors appointed to be invited to attend the next Board meeting;
- a proposal to advertise for a co-opted member of the Audit Committee if its membership could not be increased from the Board membership following appointments;
- the recommendation to conduct a Board Skills and Experience Audit in 2021 and the rationale for this. She referred to the draft audit at Appendix C which had been reviewed by the Search and Governance Committee and recommended to the Board for approval.

The Chair of Audit Committee provided background on the necessity to increase the size of the Audit Committee. The Board noted the report and agreed to approve governor appointments by written resolution and that if required the College should also recruit for a co-opted member of the Audit Committee. The Board agree that a new Board Skills and Experience Audit should take place in 2021 and approved the questionnaire at Appendix C.

The Clerk reported that she had reviewed the College's compliance with the AoC's Code of Good Governance for English Colleges (the Code) with the Executive Leadership Team (ELT) in May 2021 and some changes to proposed RAG ratings had been proposed. The Search and Governance Committee had considered the report and proposed changes to RAG ratings at its meeting on 10th June 2021 and agreed the proposed changes should be recommended to the Board. The Clerk referred members to the proposed changes shown in red text in the report at Appendix D and highlighted:

- additional comments and updates from ELT, the Clerk and the Search and Governance Committee which had been added since the last review in July 2020 were shown in red text;

- the recommendation that the RAG rating relating to learner voice in partnerships activities (7.9) be changed from red green due to progress made in Committee and Board reporting during 2020/21;
- the RAG rating for Equality, Diversity and Inclusion (EDI) (8.2) was under review due to the necessity to develop a new EDI strategy following the Board's approval of new Corporate EDI objectives for 2021 – 2025 in March 2021;
- the RAG rating for governor induction (9.31) was under review as arrangements in 2020 and 2021 had been impacted by Covid and the Clerk's intended to introduce a more structured governor induction process;
- further progress could be made before the new academic year and any further proposed changes to RAG ratings would be made to the Board in October 2021;
- the AoC was expected to publish a revised Code of Good Governance for English Colleges in 2021 and the Search and Governance Committee would review the changes to the Code and implications for the College at its next meeting.

The Board noted the report on the College's compliance with the Code of Good Governance for English Colleges and agreed the proposed changes to RAG ratings to date.

Resolved the Board:

- **noted the current Board membership, Term of Office and committees Membership and governor recruitment update and succession planning update;**
- **agreed to approve the appointment of new governors by written resolution;**
- **agreed to advertise for a co-opted member of the Audit Committee if required;**
- **agreed that a new Skills and Experience Audit should be completed during the summer of 2021;**
- **approved the proposed changes to RAG ratings in the report of College compliance with the Code of Good Governance for English Colleges.**

10. Board Effectiveness Reviews

The Clerk outlined the proposed approach to Board Effectiveness reviews for 2021 recommended to the Board following consideration by the Search and Governance Committee. She referred members to the questionnaire at Appendix A which had been reviewed amended by the Search and Governance Committee, with proposed updates shown as track changes. She explained the rationale for reverting back to the process used in 2019 and the reasons the approach had been streamlined during 2020.

The Clerk outlined the process including reference to:

- members would be asked to complete the questionnaire anonymously online using MS Forms;
- collated information will be presented to the Board in a more dynamic way to aid debate;
- the collated report will form part of the evaluation and a session will also be arranged for the Board, separate from the formal meeting, to allow the Board to complete its evaluation in a more creative environment;
- the government's FE White Paper *Skills for Jobs: Lifelong Learning for Opportunities and Growth* included requirements for annual board self assessment and regular external

governance reviews. The Search and Governance Committee and the Board could consider timescales for this as part of its 2020/21 review;

- separate evaluations would be issued for each committee and considered confidentially by each committee with the Clerk as part of the normal schedule of meetings and any actions points agreed as appropriate.

The Board noted the report and approved the plans for Board and committee effectiveness reviews.

Resolved: The Board approved plans for the Board and committee effectiveness reviews for 2020/21.

11. Meeting Dates and Locations

The Clerk referred members to the draft Board and Committee dates 2021/22 at Appendix A.

The Clerk referred to possible governance meeting models for 2021/22, subject to government and College Covid restrictions, including:

- a hybrid meeting calendar which would include a mixture of face to face and virtual meetings dependent on the theme of the meeting. e.g. committees held virtually and Board or strategic meetings held face to face;
- hybrid meetings – some members attend College and others join virtually;
- all meeting held virtually and activities in College relating to engagement with staff and learners;
- the Board and individual committees to decide whether they meet virtually or in College.

Members discussed the options and discussed:

- the importance of arranging some governance meetings in College when it was safe to do so, to allow everyone to reconnect;
- growing Zoom fatigue and views that the return to meetings would improve the quality of debate and decision making;
- many individuals and companies would continue to take precautions due to the rising numbers of Covid cases;
- the importance of ensuring alignment of staff, learner and governor arrangements for meetings in relation to Covid restrictions.

Members discussed with management plans for the return of all staff, learners and governors to College and considered:

- the government roadmap, with government communications at present referring to the lifting of lockdown restrictions on 19th July 2021 and the impact of this on colleges;
- that colleges faced particular risks as 16-18 year olds had not yet been offered the vaccine but the numbers were increasing in these age groups;

- challenges due to external mixed messages surrounding the need for face coverings post 19th July 2021;
- risks of new variants during the summer and into the new academic year.

The Board noted that the College's Covid restrictions would stay in place until the end of July and would be reviewed in August.

The Board discussed the impact of Covid on operational matters with management and, in response to questions from governors, noted:

- how College management would deal with situations where staff did not want to return to work due to Covid concerns and /or health reasons;
- how the College would address the reduced staff numbers if staff needed to isolate and how the impact on learners would be mitigated;
- how College management would ensure staff were treated equitably in relation to campus attendance;
- Covid vaccination remained voluntary;
- responsibilities for Covid contract tracing would move from schools and colleges to Track and Trace from 19th July 2021.

Members commended College management for the significant achievements and innovations of the last 15 months in response to the pandemic and in particular continuing to support learners via remote learning.

A staff governor commented positively on the kind and supportive communications from ELT throughout the pandemic which fostered a positive culture at the College despite the challenging circumstances.

The Clerk reported that she would progress plans for a Board strategy day and Equality, Diversity and Inclusion training which would be held at the College if possible, subject to Covid restrictions.

The Board noted the report on meeting dates and locations approved the governance meeting dates for 2021/22. The Chair noted that the decision on locations would need to be taken depending on the Covid situation at the time.

Resolved: The Board approved the governance meeting dates for 2021/22.

Action: The Board to revisit the discussion on meeting locations in autumn 2021.

The Chair reported that as agenda items 12 – 15 had been considered by committees, reports would not be presented and, unless there were any questions from governors, the Board would be asked to consider the recommendations.

12. Development of Governance Handbook

The Clerk referred members to the draft role descriptions for governor, Chair and Vice Chair of the Corporation, chairs of committees and link governors included as appendices to the paper. The Clerk reported that had been considered by current office holders and committees and the Search and Governance Committee recommended the drafts to the Board for approval. She explained that she was in discussion with office holders regarding the time commitment of each role and this information was still to be added.

The Board approved the draft role descriptions for inclusion in the Governance Handbook.

Resolved: The Board approved:

- **the role descriptions for Chair of Corporation Board, Vice Chairs of Corporation Board, Chair of Audit Committee, Chair of Resources Committee, Chair of Search and Governance Committee, Chair of SPH Remuneration Committee, Chair of Quality and Standards Committee, Link governor Careers, Link governor Partnerships and Link governor Safeguarding and Prevent;**
- **the introduction of terms of office for all governance roles and retrospective terms of office applied as required;**
- **the revised role description and person specification for independent Corporation members.**

Action: The Clerk to liaise with office holders and add the time commitment to each role description.

13. Employment Policy Update

The Board noted the Employment Policy Update and the proposed changes to the Maternity Leave Policy, at Appendix B, the Paternity Leave Policy, at Appendix C, the Career Break Policy, at Appendix D, and the revised Flexible Working Policy, at Appendix E, which were shown in track changes, alongside a proposal for the College to adopt the Employers with Heart Charter at Appendix A. The Board noted the proposed amendments had been considered by the Resources Committee at its previous two meetings and were recommended to the Board for approval. The Board approved the changes and the adoption of the Employers with Heart Charter.

The Board approved the introduction of the a Remote Working Policy, at Appendix F, and a new Staff Utilisation and Additional Duties Policy, at Appendix G. The Board noted the draft policies had been considered by the Resources Committee at its meeting on 17th June 2021 and recommended to the Board for approval. The Board approved the Remote Working Policy and the Staff Utilisation and Additional Duties Policy.

Resolved: That the Board approved:

- **The adoption of the Employers with Heart Charter**
- **The revised Maternity Policy**
- **The revised Paternity Policy;**
- **The revised Career Break Policy;**
- **The revised Flexible Working Policy;**
- **The new Remote Working Policy;**
- **The new Staff Utilisation and Additional Duties Policy.**

14. Health and Safety Policy Review

Mr Nixon referred to the proposed changes to the College's Health and Safety Policy with the proposed amendments shown in track changes. The Board noted the revisions had been reviewed by the Resources Committee at its meeting on 17th June 2021 and recommended to the Board for approval. Mr Nixon highlighted:

- **the policy had been updated following a staff reorganisation to reflect changing responsibilities for relevant members of the College;**

- new sections had been introduced to Part 3 – Arrangements for Health and Safety Pandemics, Safeguarding and Prevent, Remote Working to reflect current circumstances;
- a more detailed review of the policy was planned for 2021/22.

In response to queries from members, Mr Nixon confirmed:

- further to previous discussion with the Board, “near miss” reporting continued to be developed and the value of near miss reporting had recently been discussed with union representatives;
- the number of water fountains available for learners, signposting of existing water fountains and location of water fountains, would be reviewed and addressed by management over the summer.

The Board approved the proposed changes to the Health and Safety Policy.

Resolved: The Board approved the proposed changes to the Health and Safety Policy.

15. Trade Union Facilities Time Report

The Board noted that the Trade Union Facilities Time report had been considered by the Resources Committee at its meeting on 17th June 2021 and recommended to the Board for approval. The Board approved publication of the annual Trade Union Facility Time Report 2020/21 on the government portal, College website and in the College Report and Financial Statements.

Resolved: The Board approved the annual Trade Union Facility Time Report 2020/21 to be published on the government portal, on the College website and in the College Report and Financial Statements.

16. Principal and Chief Executive’s Report

The Principal and Chief Executive recorded her thanks to all governors, staff, learners for her warm welcome to the College presented her report on external and internal matters. She reported:

- on progress of the Skills and Post 16 Education Bill, with more detail provided in Appendix A;
- on progress of the Skills for Jobs FE White Paper with consultation to take place over the summer;
- on progress of the Education Recovery Plan;
- on the significant work required for the submission of Tutor Assessed Grades and her thanks to tutors and professional services colleagues involved;
- the impact of Adult Education Budget clawback and possibility that colleges might be able to submit a business case for not achieving the threshold due to Covid;
- on ESFA plans to reintroduce annual strategy conversations with colleges which would include the Chair and Vice Chair;

- on revisions to the government's safeguarding guidance *Keeping Children Safe in Education* including revisions in light of publication of Ofsted's review of sexual abuse in schools and colleges;
- ongoing impact of Covid on colleges, College management would keep a watching brief on advice from government and Lancashire County Council;
- the College awaited notification on its Further Education Capital Transformation Fund (FECTF) capital bid;
- plans for the staff awards which was an opportunity to thank all staff and recognise outstanding contributions during 2020/21. She invited members to watch remotely.

Members discussed national news reports that employers were finding it challenging to fill posts and the debate had focused on the importance of vocation training. The Principal and Chief Executive highlighted the importance of other technical education alongside the new T Levels.

Members discussed potential impact of Covid on T Level placements and noted that the curriculum was designed so placements were not required until Year 2.

Members discussed with management the government's roadmap, with current government communications referring to the lifting of lockdown restrictions on 19th July 2021, and the potential implications of this considering the significant rising numbers of Covid cases in the North West. Members and management discussed the importance of ensuring staff and learners felt safe and ensuring there were contingency plans in place if tutors or learners were required to self-isolate. It was noted that some remote learning would continue to form part of the 2021/22 curriculum. Members noted that the government had recently updated advice to colleges and further advice was expected.

The Principal and Chief Executive confirmed that she would meet with local employers and organisations over the coming months, including the Chamber of Commerce, to increase her understanding of how the College could support local employers.

Resolved: The Board noted the Principal and Chief Executive's Report.

17. Five Year Plan Update

The Principal and Chief Executive presented the update report on the Five Year Plan. She made reference to:

- milestones and deliverables for resources, curriculum delivery, teaching and learning and quality in Year 3 with RAG ratings;
- whilst Covid had a significant impact on delivery of the Five Year Plan there had been progress in some deliverables in Year 3;
- her pride at how tutors and staff had supported learners in completing their technical assessments and achieving their qualifications and efforts to improve adult recruitment;
- plans for ELT to hold a strategic planning meeting to review the Five Year Plan.

The Board noted the Five Year Strategic Plan. In response to a question, noted the anticipated scope of ESFA strategic meetings.

Resolved: The Board noted progress made against the second set of milestones within year 3 of the Five Year Plan.

18. Management Accounts

Mr Nixon, Executive Director Resources, presented his report on the Period 9 Management Accounts which included a commentary, at Appendix B, correspondence from ESFA on Preston College Financial Statements 2019 to 2020 and Finance Record 2019 to 2021, at Appendix C, and extracts from the Finance Dashboard dated May 2021 at Appendix D.

The Board discussed the Management Accounts with management and management responded to questions on discussions with the bank and the AEB.,

Mr Nixon explained that a recommendation on the staff pay award had not been included as the Resources Committee and Board had agreed to postpone a decision on the staff pay award pending confirmation of the AEB tolerances. The Board discussed the staff pay award. Following discussion it was agreed that some reflection time would be helpful and approval of the pay award should be considered by written resolution alongside the Period 11 Management Accounts when they were available. Members agreed that the pay award was affordable if the banking covenants were not breached.

Resolved: The Board noted the Period 9 Management Accounts, commentary and dashboard.

19. Performance Against KPIs Update

The Board noted the report on KPIs up to Period 9 and Governor KPI dashboard.

Resolved: The noted the current performance against Key Performance Indicators.

20. Higher Education Update

Ms Haworth presented her Higher Education Update report. She reported:

- on changes to the Higher Education Complaints Guidance and the revised Guidance Notes to Students at Appendix A;
- completion of alternative provision with University of Central Lancashire for delivery in September 2021 following extraordinary circumstances validation meetings. Ms Haworth referred to the extensive work from both parties to achieve this to ensure that existing learners and learners due to start in 2021 were not negatively affected.

Members commended the College management team in finding a resolution following the decision of the University of Derby to terminate the partnership with the College and also the benefits of developing the College's relationship with the University of Central Lancashire. Ms Haworth provided further details of the provision in place which enabled learners to train to teach dance. Members noted that some learners who could stay with the University of Derby as part of the Teach Out programme had transferred to the University of Central Lancashire.

Members noted that the impact of numbers for September 2021 was to be confirmed pending enrolment as the College had not been able to confirm the courses would be fully validated.

The Board noted the HE Update.

Resolved: The Board noted:

- **the report and the current factors impacting on the College's Higher Education provision;**
- **alternative provision with University of Central Lancashire for delivery in September 2021 following extraordinary circumstances validation meetings;**
- **changes to the Higher Education Complaints Guidance.**

21. Committee Minutes

The Board noted the Committee minutes:

Audit Committee – 18th March 2021

Resources – 6th May 2021

Audit Committee – 9th June 2021 (draft)

Search and Governance – 10th June 2021 (draft)

Resources – 17th June 2021 (draft)

Resolved: The Board noted the Committee minutes.

22. College Newsletter

The College Newsletter for Governors and Staff, dated June 2021, was noted.

23. Support for Learners 2020/21

The report on Support for Learners 2020/21, including appendices on Safeguarding referrals during 2020/21 and Safeguarding case studies was noted.

24. Tenders Reports

Mr Nixon presented his commercially sensitive report on recent tenders. Following discussion the Board approved the appointment of Wylie and Bisset to undertake internal audit services for a period of 4 years from 1st August 2021, subject to annual performance reviews, FE Protect to provide insurance services from 1st August 2021, initially for a period of three years but with an option to extend by up to a further two and Carefoot to undertake building works in the Brogden (Construction) building related to T level delivery and roofing condition fund works and the contract sum agreed.

Resolved: The Board approved the appointments of:

- **Wylie and Bisset to undertake internal audit services for a period of 4 years from 1st August 2021, subject to annual performance reviews;**
- **FE Protect to provide insurance services from 1st August 2021, initially for a period of 3 years but with an option to extend by up to a further 2;**

- **Carefoot to undertake building works in the Brogden (Construction) building related to T level delivery and roofing condition fund works and the contract sum agreed.**

Action: The Resources Committee to consider a report on the level of cover provided, particularly in relation to professional indemnity.

25. Any other Business

The Chair reported that this would be the final meeting for the student governors for 2020/21 and thanked Ms Renfree and Mr Tansley on behalf of the Board for their valuable contribution and wished them both well for the future. Ms Renfree and Mr Tansley thanked the Board and wished the Board well for the future.

The Chair reported that Cllr Mein had decide to step down from the Board due to the work commitments. The Chair thanked Cllr Mein on behalf of the Board for her contribution and wished her well for the future. Cllr Mein thanked everyone, found being a governor a valuable experience and wished the College well in continuing its impressive work in the community.

The Chair reported that this would be Mr Taylor's final Board meeting as he retired from the Board following two terms. The Chair thanked Mr Taylor on behalf of the Board for his significant contribution to the Board and the College as a member of the Board and SPH Remuneration Committee and Chair of Resources Committee and Search and Governance Committee and wished him well for the future.

Mr Browne also recorded his thanks to Mr Taylor for his contribution to improving the culture of College.

Mr Taylor thanked members for their comments and that it had been a privilege to serve as a governor during the College's transformation and wished everyone well for the future.

On behalf of the Board the Chair recorded thanks to all staff for their contribution during 2020/21. It was noted that he would thank staff on behalf of the Board during the Staff Awards and invited members to watch online.

26. Date of the next meeting

The Board noted that the next meeting would be held on 21st October 2021.