

## THE CORPORATION OF WALTHAM FOREST COLLEGE

### MINUTES OF THE MEETING HELD ON 15 JULY 2020

#### MEMBERS OF THE CORPORATION

Youness Abidou	present	Member
Nadia Ahmed	present	Member
Paul Butler	present	Member, Chair of the Corporation and Safeguarding Champion
Gary Davies	<i>apologies</i>	Member
Di Gowland	present	Member, Interim Principal & Chief Executive
Alison Morris	present	Member, Careers Champion
Priscile Mbuka	<i>apologies</i>	Student Governor
Renatta Nzomono	present	Member
Lutfiya Othman	<i>apologies</i>	Student Governor
Frank Royle	present	Staff Member
Tim Strong	present	Member, Chair of Search Committee & Remuneration Committee, Health & Safety Champion
Neil Taylor	present	Member
Kalim Uddin	present	Staff Member
Graham Woolnough	present	Member, Vice Chair of the Corporation, Chair of Audit Committee

#### CLERK TO THE CORPORATION

Val Bartlett	present	Clerk to the Corporation
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#### IN ATTENDANCE

Janet Gardner	present	Principal & Chief Executive - designate
Andy Cottrell (AC)	present	Deputy Principal Corporate Resources (DPCR)
Stella McManus (SM)	present	Deputy Principal Curriculum & Quality (DPCQ)
Abena Rodman-Tay (AR-T)	present	Director of Finance & Estates (DF&E)
Andrew Haddon	present	Consultant

**Due to the Coronavirus pandemic (Covid-19) the Corporation agreed that meetings may be held using Teams videoconferencing as per the Waltham Forest College Instrument & Articles, Instrument 1 (g) .**

#### **43.20 APPOINTMENT OF JANET GARDNER - PRINCIPAL AND CHIEF EXECUTIVE**

**The Corporation ratified the appointment of Janet Gardner as Principal & Chief Executive of Waltham Forest College, effective from 31 July 2020.**

The Chair welcomed Janet to the College.

#### **44.20 RESIGNATION OF A CORPORATION MEMBER**

The Corporation received and accepted the resignation of Kapil Wadhvani as a Corporation member, with immediate effect. This resignation was primarily due to his increased business demands resulting from Covid-19.

The Corporation placed on record its thanks to Kapil for his valued contribution as a Governor and noted that he will continue to act as an ambassador for the College and help support students where possible.

## **45.20 APOLOGIES FOR ABSENCE**

Apologies had been received and accepted from:  
Gary Davies – family commitment

There were no other apologies for absence.

## **46.20 DECLARATION OF INTERESTS**

Neil Taylor reminded the Corporation of his employment with Leyton Orient Trust; a sub-contractor of the College. As sub-contracting was an item on the agenda the Corporation agreed he will withdraw from the meeting for this particular discussion.

The members of the Corporation confirmed that there were no other items on the agenda for the meeting in which they had a personal interest.

## **47.20 MINUTES OF THE CORPORATION MEETINGS HELD ON 19 MAY 2020**

The following were raised by a Governor who sought clarification on a number of matters:

Minutes 26.20 and 35.20 UCU

The Corporation was informed that the Chair of the Corporation and the Principal are to hold a meeting with the Unions at the start of the new academic year to discuss a number of issues including UCU's vote of no confidence in the Corporation.

Minute 36.20

Further clarification was sought, and discussion held, regarding IT resources and in particular accessing grants for laptops.

Management confirmed that the College did not receive any funding from the government scheme regarding the purchase of laptops, which was disappointing as demand outstripped supply. Laptops were subsequently bought from College funds. However, the College has now been successful in accessing a £70k grant from the GLA to help buy additional I.T. equipment including laptops.

Minute 37.20

Clarification was also provided regarding the cost of providing Free School Meals (FSM). It was confirmed that this offer formed a large contribution of the £300k losses incurred from the Catering area. As previously noted, the Catering area is currently undergoing a thorough review and understanding the current and future offer around FSM informs a large part of this work. Updates on this review are to be provided where appropriate.

Reflections on the meeting held on 19 May 2020

The Chair reported that, at the request of the staff Governors, the Chair and the Principal had, to date, held a meeting with one of the staff Governors who confirmed that he had been provided with satisfactory answers to the queries they had raised from the Corporation meeting of 19 May 2020.

**The Minutes of the Corporation meetings held on 19 May 2020 were agreed by the Corporation and signed by the Chair as a true record.**

## **48.20 MATTERS ARISING**

8.20 and 26.20 – Swimming Pool

The Principal outlined that the lessons learnt from the pool closure included a need for management to ensure there was continuous rigorous oversight, regular reviews and a comprehensive business agreement in place. Recent estimates indicate that it will take c.£1m to bring the pool up to a required specification for public use. As there is already a relatively new leisure centre close to the College, management therefore do not consider it worthwhile or financially feasible for the College to make this investment itself. Any future external partners will be required to produce a project plan proposal for scrutiny, including by the Finance Working Group (FWG). Meanwhile the SLT are to consider further uses of the pool area. The Principal continues to keep the Chair updated.

There were no other outstanding matters arising which were not already on the agenda.

## **49.20 COVID 19 PANDEMIC**

The Principal informed Governors that the Finance Working Group (FWG) had recently scrutinised this report at its meeting on 7 July 2020.

There have been various stages in the approach to Covid-19 since 20 March 2020 when all educational institutions closed their doors to all but the vulnerable learners and children of key workers. Assurance was provided by the Principal that the College has maintained contact with all vulnerable learners and not lost contact with anyone, which is testament to the vigilance and dedication of all staff.

Weekly updates from the Principal and SLT continue to be circulated and the amazing response, agility and capacity of staff to move to on-line delivery of learning cannot be underestimated.

Plans and preparations, including a Digipack of relevant information, are now well underway for a return to campus on 19 August 2020. Governors were assured that comprehensive risk assessments have been undertaken and that the College insurers are content that all is in place.

It was noted that, to date, there has been no adverse financial impact due to Covid-19, with a net benefit to the College of c.£100k due mainly to the closure of loss-making catering facilities, the furloughing of some staff, reduced use of agency staff and far less use of the estate.

Some grant funding has been successfully accessed for IT equipment and infrastructure, signposting on the estate and some PPE.

Governors then discussed the plans for the return to campus on 19 August in further detail. It was acknowledged that Government guidance continues to change e.g. the 2-metre distance rule has now changed to 1-metre, and that at all times, the College has continued to follow the guidance. Various plans and options are being drawn up with the main aim being to mitigate risk, and in case of a possible second lockdown, practical assessments will be undertaken at an earlier stage than in previous years

### **18:40 YA joined the meeting**

The College continues to work closely with stakeholders such as the AoC, ESFA and the LBWF.

In response to a Governor's question regarding staff and students being able to access a digital platform, it was noted that 'needs and gaps' – digital divide - analyses continue to be undertaken. New students will be surveyed at enrolment to check their access to Wi-Fi and equipment needs to help identify where resources are required most.

The message to staff and students is one of a return to campus on 19 August 2020. The new Principal is to hold a rolling programme of welcome meetings including outlining the future direction of the College. Staff surveys indicate a willingness from staff to return to College and reassurance has been provided that all necessary precautions have been taken and appropriate measures are in place. It was noted that the Unions have been very positive about the actions taken to date.

It was acknowledged that guidance and circumstances continue to change and, therefore, there is a need to be agile, ensuring all staff are prepared, from an operational point of view, for a return back on site, and that blended learning - virtual and classroom based - will be the approach for the foreseeable future.

The Covid-19 Cobra Task group continues to meet at least weekly, with Governor Tim Strong, being kept involved in these discussions on behalf of the Corporation.

## 50.20 COLLEGE REPORT

The Principal provided an update on the College with the following being noted in particular.

The ESFA has consulted with colleges on subcontracting with the result being that there is to be greater scrutiny of this area. New rules are to be brought including that by 2023/24, volumes of subcontracting are to decrease to 10% of a provider's Post-16 income.

These rules will provide much greater ESFA monitoring of subcontracting by colleges and its providers. It was confirmed that the College does have information on subcontracting on the website to ensure transparency.

The College Strategic Plan, priorities and aims and key headlines were noted.

The Operational Plan which sits under the Strategic Plan has relevant key objectives which have been updated and placed on the Corporation SharePoint including:

- In particular, the impact of Covid-19 on the target to move to delivering on-line learning has been significantly met.
- The impact of employability and future careers has been impacted due to Covid-19 and finding work placements will be challenging. The Government is introducing Kick Start and Apprenticeship programmes which may prove helpful.
- Governors were informed that the College estate is currently being used differently and, as from the start of the new term, there will not be as many people on site. There is to be an effective, efficient and thoughtful approach to using the estate and the delivery of learning, with a view to being able to be sufficiently agile and prepared to respond to any future constraints or lockdown.

An update on the College swimming pool was noted including the recommendation from the relevant task group to make safe and seal off the pool area and to consider options for alternative use of this space.

Governors were then updated on the curriculum and quality of learning with the following highlighted in particular.

- A key issue has been the focus on Study Programmes which was self- assessed as grade 3 last year. Current vocational predicted achievement stands at 87% which is an increase of 2.3% on 2018-19.
- The Curriculum areas at risk were noted including Automotive, STEM, IT and Digital and the reasons and interventions measures were outlined in the report to Governors.
- ESOL achievement has been impacted the most due to Covid. Adult achievement is greatly affected due to learners being hard to engage remotely, with a significant proportion having extremely poor or no digital skills, which is the pattern across the sector.
- There has been good and much improved performance in the areas of Construction, Access, Business and AAT, Creative, Sport Leyton, Public Services, ALS and Health & Social Care and Childcare.
- Apprenticeships timely achievement is, very pleasingly, substantially up on last year.
- Maths and English remain challenging, but this has been a positive year for the team with calculated grades for GCSE's above national averages. However Functional Skills have been challenging due to reformed qualifications and there is an indication of a national decline of 20%.

Governors noted that achievement data for 2019/20 will not be published in the public domain due to Covid-19.

In response to a Governor's question regarding the impact on achievement due to Covid, it was noted that the lowest level achievers will be targeted to return to learning on campus from September. For some learners there will be a combination of both on-site and digital learning, and rotation of being on-site every second week. It was acknowledged that there is a risk of losing students and the focus is to ensure all are motivated and engaged from day one.

There has been a significant improvement in the numbers of progressing students compared to last year due in part to a targeted approach, expectations, options and guidance for progressing, and an earlier start to this process. Alison Morris, (Governor and Careers Champion) has met with the Director of Services to Students to go through the College's Careers Strategy and was impressed with the approach which is reflected in the increased progression numbers.

Application numbers are strong and on-line enrolment is taking place for the first time. This is due to excellent marketing including a summer campaign on-line, virtual Open Days, a virtual IAG platform for new students and the launch of a 'Head Start' programme providing work for students to complete over the summer.

It was acknowledged that WFC was the first London College to support learners with FSM over the summer and before the associated Government guidance was announced.

The Corporation was updated on the College's successful launch of a 'Black Lives Matter' (BLM) Forum for both learners and staff with a series of virtual forums offering a safe place to facilitate open discussions and stimulate debate around BLM. SLT have plans and actions to take this forward to ensure it is embedded within the principles of the organisation including the Tutorial programme and 'Create Your Future'. The Chair emphasised the importance of BLM involving the whole college including Governors, to ensure the culture and values are all embracing.

Discussion then returned to on-line learning and a blended model and how to ensure the student experience is of a good quality with on-line learning being regularly monitored and assessed. Whilst acknowledging this is a challenge for teachers and a steep learning curve, on-line Learning Walks, planning sessions, professional discussion and forums, staff training and development and coaching models are all taking place. Governors were invited to watch an on-line session.

The Principal then updated Governors on stakeholder engagement.

The FEC has very recently contacted the College regarding a virtual Diagnostic Assessment on 7 and 8 September 2020 with information to be provided by 24 August. Following discussions with the Chair and SLT a request has been made to the FEC to delay this assessment by 2 weeks as this is a very busy enrolment period for all staff. FEC will want to meet with some Governors and relevant information is to be provided in advance of this. It was noted that AH is to continue to support WFC with its preparations for this assessment as he has experience of working with the FEC.

Governors then discussed the restructure which is now planned to take place early in the Autumn term. It was noted that operational plans are still being worked through, but assurance was provided that the safety of students and staff remains paramount and that due process will be undertaken regarding the restructure.

The Corporation restated that it had approved the strategic intent for this restructure and that the SLT is tasked with its implementation, timing and delivery including the necessary financial savings which have been discussed and confirmed with both the Bank and the ESFA.

The Corporation will hold the Executive to account regarding the delivery of the expected planned savings and the Finance Working Group (FWG) will also continue to closely scrutinise the current and future financial status of the College.

The Corporation confirmed that the necessary actions, work undertaken to date and the implementation of these decisions, indicate that the direction of travel will make a significant difference towards the College's financial viability.

The Corporation:

1. Noted the new subcontracting rules and the necessary adjustments required to ensure increased scrutiny of this area of business;
2. Noted the update on Covid-19
3. Noted the Curriculum and Quality update
4. Noted the Strategic Plan and Operating Plan update
5. Noted the KPI Dashboard

## **51.20 MONTHLY MANAGEMENT ACCOUNTS – 31 MAY 2020**

The Corporation was informed that the May 2020 Management Accounts had been subject to scrutiny and discussion at the Finance Working Group meeting held on 7 July 2020.

The cash flow position indicates cash balances of £1.724k as at 31 May 2020 with a forecast of £1.2k at 31 July 2020. The Corporation acknowledged this considerable improvement and the efforts made over the past few months.

Work is continuing on restructuring as there is a window of opportunity to commence this process and a point at which this is no longer financially viable.

The Catering area continues to be a significant matter and work is ongoing in order to arrive at the correct decisions.

Subcontracting now has an added focus from the ESFA and the important and effective work of Nadeem Khalifa and the BDU Team was acknowledged.

The revised year end operating outturn as at May 2020 shows a £249k surplus compared to £129k in April 2020 due mainly to the closure of catering outlets therefore not incurring costs, reorganisation costs, significant savings in Agency cost, curriculum support costs and utility costs due to the College being in partial lockdown. This figure is also after taking into account the costs of the recent voluntary severance scheme.

In order to preserve cash, necessary savings were made in year from reduced capital expenditure.

The loan covenant continues to be met.

The Corporation:

1. Received and noted the Management Accounts to 31 May 2020 relating to the financial position of Waltham Forest College.
2. Noted the impact of Covid-19 on the College's Income and Expenditure Account 2019/20.
3. Noted the key financial risks being managed and the mitigating actions being taken by the College.

## **52.20 DRAFT BUDGET 2020/21**

The Corporation was informed that the FWG had scrutinised the draft 2020/21 budget at its meeting on 7 July 2020 and recommended it to the Corporation.

The VPCR then presented the budget with the following points being highlighted and discussed in particular.

The year 2020/21 is a transitional year for the College in which a restructure is to be implemented to ensure that from 2021/22 onwards, the College returns to a sustainable financial model for delivery and is able to achieve robust 'Good' financial health.

Further savings will be generated in 2020/21 through a revised operating model for catering and subcontracting.

The budget surplus for 2020/21 is £95k after allowing for £300k restructuring costs in-year and also the cost of rectifying pay anomalies.

The College is on the cusp of 'Good' and 'Requires Improvement' Financial health scoring for this year and next.

The full benefit of the restructure and other savings initiatives is shown in 2021/22 with a surplus of £563k being achieved. A build-up of cash will help in areas such as future investment of capital expenditure, staff training, pay awards etc.

It was noted that an improved surplus feeds through into an improved cash position and liquidity will improve as a consequence of improved profitability.

Year 1 is seen as a transition year, and Governors were informed that this is understood by the FEC and ESFA as many other colleges in the sector are in a similar position.

It was acknowledged that there are sensitivities around commencing any restructure when every effort must be made to ensure the student experience is very positive. However, this is to be balanced with the financial costs and impact of any delay and associated monthly costs and reduced savings.

Governors were informed that, due to Covid-19, the ESFA has requested all colleges provide them with a financial return for this year, an out-turn budget and an optional financial plan for 2021/22. It was agreed that the FWG scrutinise this financial return before it is submitted to the ESFA on 31 July 2020.

The College has long-term financial targets and, for 2020/21, Governors were provided with a set of KPI's which have been developed in order to help monitor performance in-year.

Discussion then turned to procurement and the option of selecting a company to assist the College with this area. It was noted that Tenant are one of the organisations listed on the procurement framework and are a national company working with many other colleges in the sector. It is envisaged that the savings generated from using a company for procurement would also cover their costs and ensure the college is compliant in its procurement processes.

A Governor queried the £140k budget for IT equipment as there are critical needs to be met. It was noted that this figure had been based on discussions with I.T. and recommendations from the SLT.

Discussion then returned to the restructuring costs and it was repeated that the Corporation has approved the high-level strategic intent and level of savings against this plan as set out in the budget, the operational details of which are to be worked through by the SLT.

A Governor made the point that lessons needed to be learnt from previous budgets which have subsequently not delivered as expected and was unable to support this budget as, in the Governor's opinion, the detail was not fully understood. The Chair made the point that previous budgets had been approved by all Governors and it was necessary to now look forwards.

The Chair then reiterated the point that the role of Governors is to hold the SLT to account for the delivery of this budget and that if there are any top-line changes in the future, they must be fully explained and agreed by the Corporation. Meanwhile, the Finance Working Group will continue to scrutinise the detailed budget at its regular meetings.

There were no other queries or objections raised by any other Governors regarding the approval of this budget.

The Corporation:

1. Approved the Income and Expenditure budget for 2020/21;
2. Approved the capital expenditure budget for 2020/21
3. Approved the financial KPI's for 2020/21
4. Noted the forecast balance sheet as at 31 July 2021 and monthly cashflow for 2020/21;
5. Noted the planned surplus of £563k for 2021/22.

*20:00 NT left the meeting due to a conflict of interest in the next agenda item*

## **53.20 SUBCONTRACTING – UPDATE**

The Corporation was reminded that the ESFA is now more closely monitoring subcontracting and tightening up the associated regulations.

It was noted that a very recent Internal Audit of subcontracting at the College had resulted in a significant assurance level and that the Corporation can rely on the internal controls in place. The BDU team were congratulated on this outcome.

The direction of travel is to reduce the amount and reliance on subcontracting and partnerships. Poor performance has been identified with two current contracts not being renewed for next year.

However, whilst there has been a reduction in the number of subcontracting areas, the margins have been maintained.

A Governor made the point that the Corporation has been focussing on this area over the last 18 months and it is pleasing that inroads are now becoming evident with the SLT continuing to support the BDU to drive the necessary results.

A Governor queried that given the restructure and reductions in some areas, how can more be provision be effectively delivered in-house. The Principal responded by indicating that a key issue of the restructure is to minimise the impact on the front-line delivery staff, and assurance was provided that the capacity to deliver teaching and learning will not be impacted upon as it will be aligned to student recruitment.

In addition, the areas of focus for increased in-house delivery include Automotive and Construction and Catering, where there are already staff in place with relevant expertise. Going forwards and developing the curriculum intent, specialist Apprenticeships will be further developed.

The Principal designate highlighted that in any restructure, the safeguarding of front-line services is paramount, including re-deploying resources - including back office staff - where this is considered necessary, whilst also recognising that efficiencies need to be made.

It was noted that the Leyton Orient contract is currently under review in terms of its budget and performance and the Chair made the point that the same rigour and review is to be applied to this contract as with all others.

The current high percentage of subcontracting and partnerships of c25% is a risk to the College and the Corporation was assured that reporting is being strengthened going forwards including financial indicators being monitored by the FWG to provide a level of scrutiny.

Rigour in curriculum budgeting is also being strengthened to include the margin of contributions of each area and clarity of income, staff costs, materials and student numbers.

A Governor queried the roles of AC and AH in presenting information. The Chair reiterated that the agreement is for AH to work alongside AC on specific projects (restructure, catering review, subcontracting review and the FEC review) and to continue to provide assistance in the short term.

The Principal designate outlined that this fixed, time bound, handover period will provide greater consistency and robustness going forwards in order to benefit the alignment of the College finances.

The Corporation:

1. Noted the plan for Subcontracting and Partnership activity in 2020/21 which forms part of the overall budget for the College.
2. Approved the amounts to be subcontracted to other training providers;
3. Noted that business partnering resource (in the form of finance personnel) is to be provided to the BDU from within the planned budget for 2020/21;
4. Noted the ongoing review of the Leyton Orient contract;
5. Noted the new subcontracting rules and the necessary adjustments to ensure increased scrutiny of this area.

*20:10 NT re-joined the meeting*

## **54.20 CATERING REVIEW – UPDATE**

The Corporation was informed that the FWG had received and discussed the update on the review of Catering.

Work is ongoing with the consultants to help reshape the curriculum offer and inform the Operational Plan with disaggregating the curriculum offer and the commercial catering facilities.

The Corporation requested that a report, including any decisions, be made available by the end of September 2020.

The pattern and volume of student attendance on site in 2020/21 due to Covid is also being worked through in terms of catering requirements with a need to ensure it is smart and efficient and not producing such a high degree of waste as previously.

It was confirmed that staff and students have been informed through a digipack that catering facilities will be minimal at the start of the new term.

Students will be managed on and off site in 2-3-hour blocks, the College then cleaned, with the next group of learners then arriving, ensuring minimal contact with very few touch points.

In the longer term, more catering facilities will start to be offered on site. It was acknowledged that whilst a lack of on-site catering could have a negative impact on recruitment and the student experience, safety must be the paramount concern.

A Governor observed that it is a commendable approach to provide students with the opportunity to come back and study on the campus.

The Corporation noted the update on Catering.

## **55.20 ESFA LETTER – FINANCIAL STATEMENTS 2018 TO 2019 REVIEW**

The Corporation noted the ESFA letter which concluded that, following a review of the College's financial statements and finance record, the financial health assessment grade for 2018/19 is now 'Requires Improvement'.

There were no significant financial control concerns identified.

The letter identified two recommendations, both of which have been responded to.

## **56.20 AUDIT COMMITTEE MEETING – 8 JULY 2020**

The Chair of the Audit Committee provided Governors with a verbal update on the Audit Committee meeting held on 8 July 2020.

The Committee had received and considered two internal audit reports and a progress report from Scrutton Bland, who, following a recent tender exercise, were ending their appointment as the College Internal Audit Service. The Audit Chair recorded thanks to Scrutton Bland for their many years of service to the College.

The Audit Committee had also considered, for recommendation to the Corporation, the Internal Audit Plan for 2020/21 to 2022/23 as drafted by Wylie Bisset, the College's newly appointed Internal Audit Service providers.

The Committee had also received an update on the 2019/20 Financial Statements Audit Plan and the College Risk Register.

Due to the resignation of Kapil Wadhvani, the Audit Committee now requires an additional member.

**The Corporation approved the Internal Audit Plan for 2020/21 to 2022/23.**

20:35 KU left the meeting

## **57.20 COLLEGE RISK REGISTER**

The Corporation received and considered the College Risk Register, which had also been scrutinised by the Audit Committee.

It was noted that it was not prudent to move the current finance scores at this stage but that these should improve going forwards.

A Governor suggested that timelines be added onto some controls as to when the risk will be mitigated, including a narrative going forwards and to also add 'Compliance with legislation' e.g. GDPR, as a risk on the Risk Register.

The Corporation was assured that the SLT reviews the Risk Register at least monthly.

## **58.20 GOVERNANCE ISSUES**

The Clerk updated the Corporation on a number of Governance issues.

The Corporation received a verbal update on the Remuneration Committee meeting held on 6 July 2020.

**The Corporation approved the Remuneration Committee Terms of Reference for 2020/21 and the Remuneration Policy for Senior Post Holders.**

The Chair reported that he is to discuss targets with the new Principal in August.

The Search Committee met in advance of the Corporation meeting where, following a recruitment advert run by the AoC, the Committee was presented with 30 applications for the position of a Governor at WFC.

The Search Committee had noted the findings from the most recent skills audit and agreed a process and framework to review and agree a shortlist. Applicants will then be invited to an informal fact-finding meeting before progressing to a formal interview process.

The Chair has commenced 1:1 meetings with each Governor and succession planning will form part of these discussions.

The Corporation noted the updates on:

- The self-assessment of governance action plan
- The cycle of meetings for 2020/21 and committee membership
- Governor training including safeguarding
- The FE Commissioner's letter to colleges 16 June 2020
- Gavin Williamson letter to all College Governors 3 June 2020

## **59.20 THANKS TO THE STUDENT GOVERNORS**

The Chair, on behalf of the Corporation, thanked the Student Governors for their valuable contribution over the past year and wished them well for the future.

## **60.20 ANY OTHER ITEMS OF URGENT BUSINESS**

The Chair, on behalf of the Corporation, thanked Di Gowland for her support, commitment, passion and focus during her tenure as interim Principal. She has provided credibility for the College with its numerous stakeholders, developed a high level of trust, transparency and integrity with the Corporation and provided valuable support to the wider staff group which is a testament to her hard work over the last 5 months.

Di replied saying that it has been a pleasure to work at the College alongside committed staff and a fantastic SLT and wished the College well for the future.

21:00 AC/SM/AR-T/AH left the meeting

These minutes have been approved by the Corporation as a correct record.	
<b>CHAIR:</b>	<b>DATE:</b>
	<b>REMOTE CONFIRMATION:</b>
	<b>OR SIGNED:</b>

*The meeting closed at 21:26*