

Heart of Yorkshire Education Group Corporation ('Corporation')

Board of Governors

Minutes of the Meeting held on 4 July 2023 ('Meeting')

Present:

Faye Banks (from minute 3), Ruth Baxter, Nigel Brook, Claire Corneille, Dmitry Fedotov, Andrew McConnell (**Chair**), David Powell, Martyn Shaw, Richard Stiff, Vijay Teeluck, Neil Warren and Sam Wright (**Principal**)

In attendance:

Group Executive Director of Student Experience and Support (**EDSES**), Group Executive Director of Finance and Resources (**EDFR**), Group Executive Director of People (**EDP**), Group Executive Director of Curriculum and Quality Standards (**EDCQS**), Group Executive Director of External Relations and Development and the interim Clerk (**Clerk**)

1. Welcome and apologies for absence

1.1. The Chair reported that due notice of the Meeting had been given in accordance with the Corporation's Instrument and Articles and its Standing Orders and that a quorum was present. Accordingly, the Chair declared the Meeting open.

1.2. The Chair noted that the following governors had given their apologies:

1.2.1. Jayne King.

1.2.2. Ellie Halligan.

1.2.3. Jess Smith.

2. Declarations of interest

2.1. The Chair noted the following declarations of interest:

2.1.1. That he had an interest in agenda item 7(iv) regarding the Chair's succession plan. The Clerk advised that this item was for information only and, therefore, the Chair need not leave the meeting.

2.1.2. That Ruth Baxter had an interest in agenda item 10 regarding job evaluations and the staff pay award. The Clerk advised that Ruth would not be entitled to count towards the quorum or vote in relation to this matter should this be necessary.

2.2. The Chair asked for further declarations of interest. None were given.

3. Appointment of Faye Banks

3.1. The Chair noted a slight change to the order of the Meeting. He explained that the Search and Governance Committee had, at its last meeting, interviewed Faye Banks as a potential candidate for the Board and had made a recommendation to the Board for her appointment. He then outlined her resume and addressed the matters required by the Search and Governance Committee's Terms of Reference.

3.2. The Board considered Faye's appointment and concluded that she was a strong candidate with skills and experience which would strengthen the Board.

3.3. IT WAS RESOLVED THAT Faye Banks be appointed to the Board for four years with a one-year probationary period.

3.4. Faye Banks joined the Meeting and introductions were made.

4. Minutes of Meetings

IT WAS RESOLVED THAT the minutes of the meeting of 14 March 2023 be approved.

5. Matters Arising

5.1. The Clerk noted the following in relation to the outstanding matters arising from the meeting of 14 March 2023:

5.1.1. On matter arising 2, the request that a Reserves Strategy be presented to the Finance, People and Resources Committee had been postponed until the Autumn due to capacity issues.

- 5.1.2.** On matter arising 4, the Board had requested confirmation regarding transport support for Selby College students in 2023/24. The EDFR confirmed that the College was in the process of agreeing a coach service which would be in place for the start of the new academic year and that students would be notified in due course.
- 5.1.3.** On matter arising 16, the Board had requested the development of EDI KPIs and reporting mechanics enabling more regular updates. The EDP noted that once all staff were on the same network, she planned to commence an engagement campaign to encourage more staff to disclose their EDI data enabling the setting of improvement KPIs. She agreed to update the Board on progress at its next meeting.
- 5.1.4.** On matter arising 19, the request for a Minimum Cash Policy for the Finance, People and Resources Committee had been postponed until Autumn, again, due to capacity issues.

6. Minutes of the Committees and Local College Boards

- 6.1.** The Board noted the minutes of the Committees and Local College Boards.
- 6.2.** The Chair of the Curriculum and Quality Committee noted the following in relation to the Committee's last meeting:

 - 6.2.1.** That English and Maths attendance remained an issue. Members requested plans for improvement. The EDCQS outlined these emphasising the inclusion of English and Maths within curriculum areas. The Chair explained that the Committee had asked for an update on progress at its next meeting.
 - 6.2.2.** That, in relation to apprenticeships, Engineering was expected to meet achievement rate targets, but Construction was not. He explained that the

Committee had asked for details of the causes of this issue which would be monitored closely during the coming academic year.

6.3. The Chair of the Audit Committee noted the following in relation to the Committee's last meeting:

6.3.1. *Please see the confidential minutes.*

6.3.2. That audit reviews had been satisfactory, and recommendations were being addressed in a timely manner.

6.3.3. That certain Risk Register risks had been elevated. He noted that the Committee was of the opinion that the Board's attitude towards risk was too low in the current climate and asked that a meeting be arranged for the Board to reconsider its approach. The Clerk agreed to arrange this.

6.4. The Chair of the Finance, People and Resources Committee noted the following in relation to its last meeting:

6.4.1. That the meeting had primarily focused on the Budget 2023/24 and Financial Plan. He thanked non-committee members, who had been invited to the meeting, for their input on the matter. He explained that the budget was scrutinised not just in relation to the numbers but the planning assumptions behind the document, what it would mean for staffing and the pay award, whether it had been appropriately stress tested, what it would mean for the College's national rating and the challenging financial context in which it was created. He explained that the Committee had stressed the need for close monitoring of the College's financial performance in the Autumn in order to ensure its viability and to build in improvements.

6.4.2. That the Committee had also discussed the current academic year and, in particular, staffing, pay and cash flow many of which would be discussed later in the Meeting.

- 6.4.3.** That he would like Group management to consider the way in which the committees interact with one another to ensure this is as efficient as possible noting that discussions had by the Finance, People and Resources Committee regarding student recruitment would naturally feed into conversations at Curriculum and Quality Committee and inform risk ratings at Audit Committee. The Clerk agreed to consider this and report back to the Board.
- 6.5.** The Chairs of the Local College Boards each confirmed that the student engagement session held prior to each of the Local College Board meetings had been very successful. It was noted that students valued the supportive and inclusive nature of the College which some said had enabled them to make greater progress than in the past. Members noted that it had also resulted in suggestions for improvement which management had acknowledged and addressed. Members stressed the importance of continuing such student engagement sessions going forwards.

7. Chair's Business

- 7.1.** The Chair noted the following:

- 7.1.1.** That he had attended the Childrens' University graduation event which had been a success. The Principal noted that the Childrens' University was a great initiative for the children involved and that it helped to strengthen stakeholder connections, especially relationships with schools. She explained that a Junior University was being planned aimed at older children. The Chair recommended the event to members for the future.
- 7.1.2.** That member appraisals had been completed. He noted that the Board was strong, well qualified and committed. He explained that members had stressed the importance of timely, high quality and concise papers given

other commitments on their time. He also noted that members had raised the issue of agenda timings, noting that each should allow for sufficient time to allow for challenge and discussion. The Clerk and management acknowledged this. The Chair noted that members had thanked them for the high quality, timely papers received for the Meeting. He noted that feedback regarding members' relationships with the Executive Team had been excellent noting that members considered them to be accommodating and helpful and that challenge was well dealt with.

7.1.3. That members would benefit from a 'getting to know you' session at the beginning of the next academic year following the changes to Board membership. The Clerk agreed to address this.

7.1.4. That there should be an audit of the governor training plan and that governor inductions for all new members should be arranged as soon as possible. The Clerk agreed to address this.

7.1.5. That the Chair's appraisal was ongoing and would be addressed at the first Board meeting of the next academic year.

8. Governance Update

8.1. The Clerk noted the following:

8.1.1. That the Search and Governance Committee had recommended the appointment of Alex Miles to the Curriculum and Quality Committee. He outlined the Committee's rationale including Alex's skills and experience.

8.1.2. IT WAS RESOLVED THAT Alex Miles be appointed to the Curriculum and Quality Committee as a co-opted member for one year (to be reviewed on an annual basis).

8.1.3. That no further changes to membership were proposed at this time.

- 8.1.4.** IT WAS RESOVED THAT all co-opted members' appointments be renewed for a further year.
- 8.1.5.** That the Search and Governance Committee had recommended the removal of the Local College Boards from the Group's governance structure. The Principal noted the rationale for this including:
- 8.1.5.1.** That they duplicated much of the work done by the committees.
- 8.1.5.2.** That there had been some gaps in the work carried out by them, but such work could be picked up by the committees.
- 8.1.5.3.** That they were difficult to recruit for.
- 8.1.5.4.** That they created workload issues for management who had prepared numerous duplicate papers.
- 8.1.6.** The Principal explained that should the Board approve this approach, the Committee had insisted on the following:
- 8.1.6.1.** That the Local College Board celebration of success item should be addressed by the Principal at the Group Board.
- 8.1.6.2.** That the identity of each college needed to be maintained. In relation to this it was agreed that the Local College Directors should be invited to the Group Board at least once a year, that there should be student governor representation from each college, that there should continue to be recruitment from East Yorkshire where possible and that data by site should be presented to the Group Board.
- 8.1.7.** Members challenged as follows:
- 8.1.7.1.** Would sufficient time be given over to governor student engagement sessions at each college which would no longer be held prior to Local College Board meetings? The Principal noted that student engagement sessions and/or learning walks would be held prior to the

three scheduled governor development sessions at each of the Group's three colleges.

8.1.7.2. Was it the right time to make such a change prior to Ofsted inspection? The Principal noted that it was believed the approach would strengthen governance but that, in any event, only a monitoring visit was expected giving time for the new system to bed in.

8.1.7.3. Would the proposed action cause morale issues particularly for colleagues at Selby College? Richard Stiff, the former Chair of Selby College, opined that the actions outlined at 8.1.6.2 would help to address these concerns but that the messaging around the change must be careful and clear.

8.1.8. Subject to the Search and Governance Committee's stipulations being actioned, IT WAS RESOLVED THAT:

8.1.8.1. The Local College Boards be removed from the Group's governance structure.

8.1.8.2. That one student member be appointed to the Board from each of the three colleges.

8.1.8.3. That one staff member be appointed to the Board from each of the three colleges.

8.1.9. The Clerk noted that he was not proposing any changes to the I&A, Standing Orders or committee terms of reference at this time but that he would carry out reviews in due course and make such updates as are necessary in relation to the decisions made at 8.1.8.

8.1.10. That the calendar of meetings included in members' papers would need to be changed given the decision made at 8.1.8 and he would recirculate the updated version as soon as possible.

8.1.11. That the Search and Governance Committee had considered the Chair and Vice Chair succession plan and was due to make a formal recommendation at the Board's December meeting that the Chair would continue as the Chair of the Board for a further two years until December 2025 to provide stability post-merger and to see the Group through its next Ofsted inspection and that conversations were still ongoing regarding the Vice Chair role. The Clerk noted that despite this, any member could put themselves forward for the roles so long as they had a proposer and seconder.

8.1.12. That the Search and Governance Committee had proposed the introduction of a Senior Independent Director ('SID') role and that a job description had been provided. One member queried whether the SID served a purpose beyond that of the Vice Chair. The Chair noted that the role was distinct. In addition to providing support for the Chair, the SID would also appraise him or her and act as an intermediary between other members and the Chair, as necessary. Members were satisfied and the Chair agreed to ask for expressions of interest outside of the Meeting.

8.1.13. That an external governance review would have to be commissioned before the end of 2023/24. He noted that he was in the process of identifying suitable candidates which would be considered by the Search and Governance Committee before a recommendation would be put to the Board for approval.

9. Principal's Business

9.1. The Principal shared a presentation and noted the following:

9.1.1. By way of reminder, she outlined the vision, mission and values, strategic objectives and strategic plans approved by members.

- 9.1.2.** *Please see the confidential minutes.*
- 9.1.3.** That network migration was ongoing, but she was confident it would be completed in time for the new academic year.
- 9.1.4.** That the key drivers of the curriculum and skills strategy 2022-25 were advanced skills for the region, an inclusive curriculum to engage and progress and sustainable skills.
- 9.1.5.** That the Group's employer engagement strategy was informing the Group's curriculum design.
- 9.1.6.** That an annual curriculum plan was in place for 2023/24 which addressed priority sectors based on the Group's strategies developed in consultation with key stakeholders and that the Group was well positioned following its involvement in the LSIPs.
- 9.1.7.** That new advanced level 3 courses were to be introduced along with tutorial curriculum at Selby College.
- 9.1.8.** That new inclusive provision had been introduced at Selby College to create harmony across the Group and provide opportunities at lower levels.
- 9.1.9.** That the Group remained committed to inclusion and she outlined several Group initiatives including 'Quality First Teaching' ensuring inclusive TLA.
- 9.1.10.** That the Group had been involved in numerous inclusion events including traineeships at YPO, the continuation of Project Search and the upcoming festival of inclusion.
- 9.1.11.** That the Group continued to focus on quality and TLA. She explained that one Group wide SAR would be produced relating to 2022/23 and that new Group TLA and digital strategies were to be released.
- 9.1.12.** That student experience was a continuing priority with safeguarding and prevent arrangements strengthened at Selby College, the Student

Wellbeing Team providing continuing intervention relating to mental health issues, support for student financial challenges and strong student voice arrangements.

- 9.1.13.** That a Group safeguarding infrastructure had been prioritised supporting a culture of safeguarding, that networks had been created to support safeguarding practices and the Group continued to respond to growing support demands.
- 9.1.14.** That progress had been made against the People Strategy 2022-25 including the Group EDI Development programmes.
- 9.1.15.** That, in relation to engagement and wellbeing, staff survey results relating to engagement had been disappointing, but she was confident that Group values were becoming embedded among staff. She noted that a new staff voice group had been launched, a peer-to-peer recognition tool had been introduced, initiatives relating to mental wellbeing had been implemented and feedback on 'Feelgood Day' had been very positive.
- 9.1.16.** That numerous staff engagement events had been held as well as an end of year awards ceremony.
- 9.1.17.** That the majority of leadership roles had been filled and a wider group leadership development programme had been developed.
- 9.1.18.** That key vacancies were being filled, progress was being made towards establishing a Group pay and grading framework and that staff turnover was in line with the rest of the sector.
- 9.1.19.** That the Group Sustainability Strategy was to be considered later in the meeting.
- 9.1.20.** That, in relation to estates and infrastructure, a large amount of capital funding had been received for construction and renovation projects.

- 9.1.21.** That the financial landscape remained challenging and that some limited organisational change would need to be made which would be discussed later in the Meeting.
- 9.1.22.** That, in relation to 16-18 recruitment, applications were up 10.6% and acceptances were up 35%.
- 9.1.23.** That retention, as at the date of the Meeting was strong but the numbers were not final.
- 9.1.24.** That there were several good news stories to share including a Special Olympics gold medal for a student member of the England hockey team.
- 9.1.25.** That the Group was in a position of strength going forwards.
- 9.2. Members:**
- 9.2.1.** Acknowledged the achievements outlined noting the challenging circumstances under which they were achieved and thanked the Executive Team and its staff for their hard work.
- 9.2.2.** That staff engagement issues were increasingly a problem in industry due in part to the challenging nature of the economic climate and that they were buoyed by the Group's approach of listening to staff in order to try to make improvements where possible.
- 9.2.3.** Asked about the Executive Team's wellbeing given the pressures under which it was operating in the newly merged Group. The Principal acknowledged the risk associated with a breakdown of the Executive Team but noted that it was a strong team whose members supported one another and were driven by the sorts of positive improvements outlined in her presentation.
- 9.2.4.** Asked for details of Quality First Teaching. The EDCQS explained that it was designed to ensure that everyone who teaches gives a good student

experience which is inclusive for SEND students. She noted that, this should be the default position.

- 9.2.5.** Asked whether there were any challenges with regard to the size of the estate given the potential increase in student numbers highlighted. The EDFR noted that this was not expected to be the case despite some pressures regarding English and Maths classes at the start of the year. He explained that the Group's biggest challenge, in this regard, related to aspirational tutors and the demand for specialist learning spaces which required creative timetabling.
- 9.2.6.** Asked how the Group had accommodated the growth in English and Maths students. The EDCQS noted that classrooms had been reconfigured to avoid overcrowding.
- 9.2.7.** Praised the Executive Team for the provision of lower-level learning at Selby College but asked that they be mindful of the increased support needs which this may bring.
- 9.2.8.** Asked, in relation to the Corporate Dashboard, why there had been an apparent drop in staff satisfaction regarding the Group as a good employer. The EDP opined that this was due to constraints around the pay award, the cost of living and the merger among other things. She explained that she was not expecting to see major improvements in the short term, but the Group would continue to do all it could to address this issue and the Board would continue to be updated.

10. Job Evaluation and Pay Award

Please see the confidential minutes.

11. Draft Budget and Financial Plan

- 11.1.** The EDFR noted:

11.1.1. The Draft Budget and Financial Plan had been considered by the Finance, People and Resources Committee in detail.

11.1.2. *Please see the confidential minutes.*

11.1.3. *Please see the confidential minutes.*

11.1.4. The budget assumed a financial health score of 'Good' for 2023/24 moving to 'Outstanding' the following year, an underlying operating outturn deficit and that the Group will not generate enough cash from operations in 2023/24 to fund necessary investment in Group infrastructure requiring the use of cash reserves.

11.2. Neil Warren, in his role as Lead Governor for Finance, noted the following:

11.2.1. That the Finance, People and Resources Committee had robustly challenged the Budget at its recent meeting to ensure its viability. He was assured that, despite challenging circumstances, the Budget was appropriate. He commended the EDFR and his team for its hard work and thanked them for their responsiveness in relation to the Committee's questions. He stressed the importance of reviewing the Group's financial position in the Autumn in order to ensure the Budget remained sound and to put in place appropriate mitigating actions, if necessary, in good time.

11.3. Members:

11.3.1. Noted that 2023/24 was likely to be a difficult year from a financial perspective and that the Group would be using its reserves to some degree. Therefore, it would be important that the next year be a significant improvement. It was noted that the Finance, People and Resources Committee had tried to tease out, as best as possible, the prospects of this and make a decision on balance regarding the appropriateness of the

budget. It was noted that the margin to 'Requires Improvement' was slim and that members would need to continue to monitor the position.

11.3.2. Offered advice in relation to energy costs outside of the Meeting.

11.3.3. Noted that they would not countenance a grading of 'Requires Improvement' and that the Board would expect some significant mitigations to prevent this if necessary. The EDFR noted that he understood this.

11.4. IT WAS RESOLVED THAT the Draft Budget and Financial Plan be approved.

12. Finance Report and Forecast Outturn

12.1. The EDFR noted:

12.1.1. That the finance report had been considered by the Finance, People & Resources Committee in detail.

12.1.2. *Please see the confidential minutes.*

12.1.3. *Please see the confidential minutes.*

12.1.4. The Group was forecast to meet or exceed all FE Commissioner Benchmarks with the exception of the staffing costs ratio.

12.1.5. That the forecast year end cash position was robust although this would reduce following the spending of capital grants received.

12.1.6. The Group was expected to achieve a calculated ESFA financial health grade of "Good" for the current financial year although with the minimum required score.

12.2. Neil Warren, in his capacity as Lead Governor for Finance, noted that the report reflected the conversations he had had with the EDFR during the year which he, again, noted had been very challenging.

13. Emerging Risks

13.1. The EDFR noted:

13.1.1. *Please see the confidential minutes.*

13.1.2. *Please see the confidential minutes.*

13.1.3. That network and IT infrastructure improvements were continuing and cyber-attacks continued to increase although the Group was managing these well.

13.2. Nigel Brook, as Chair of the Audit Committee referred to his earlier comments regarding risks monitored at Audit Committee noting that he had nothing further to add on this issue.

14. Draft Group Infrastructure Strategy

14.1. The EDFR noted:

14.1.1. That the strategy set out the priorities for the Group for the next five years.

14.1.2. That there was currently no more capital funding in FE which was not expected to change until the completion of a comprehensive review by the next elected government but, again, the Group had secured such funding in the last round.

14.1.3. That the strategy set out clear performance measures and short- and medium-term objectives which he outlined noting, in particular, the need to develop a new strategy for F Block and identify appropriate accommodation for the Group's sport provision.

14.2. Members noted the document's exclusion of a reference to the sporting facilities at Selby College. They reiterated the importance of ensuring the careful wording of such documents given the conversations had earlier in the Meeting at minute 8.1.7.3. The EDFR agreed to address this.

14.3. Members confirmed that they were happy with the document subject to the change discussed.

14.4. IT WAS RESOLVED THAT the Draft Group Infrastructure Strategy be approved subject to the above amendment.

15. Strategy for Internal Audit and Financial Statements Audit Plan

15.1. Nigel Brook, as Chair of the Audit Committee, noted that the Audit Committee had been keen to have more internal audit areas considered. However, he noted that the Committee had tried to consider the balance of what was possible and what were priorities for the Board and it had been happy to recommend the internal audit plan on the basis that it considered it to be the best balance. He noted that the external audit plan was fairly straightforward.

15.2. Members:

15.2.1. Asked whether there was appropriate scrutiny of the staff element. Nigel Brook noted that it would take several years to cover all risk areas and the Audit Committee had been satisfied that the audits planned covered the areas of greatest priority. The EDFR noted that internal audit had recently considered payroll and that staff considerations were undertaken as part of the merger process but he invited members to suggest further audit work in this area. It was agreed that Claire Corneille would discuss the matter with the EDP and confirm this with the EDFR.

15.2.2. Asked that the correlation between the risks on the Risk Register and internal audit plan be made clear to enable the Board to better consider the appropriateness of the choices made. The EDFR assured members that the plan had been created with the Risk Register in mind noting that meetings with the Group's internal audit provider had focussed on this. The EDFR agreed to make the links clear going forwards.

15.2.3. Asked whether 30 days of audit work was sufficient and what drove this number. The EDFR noted that this was standard for colleges of the Group's size considering benchmarking figures but that it was a compromise given

the budgetary and human resource limitations of the Group. Members accepted this.

15.2.4. *Please see the confidential minutes.*

15.3. IT WAS RESOLVED TO approve the Internal Audit and Financial Statements Audit Plans.

16. Sustainability Strategy

16.1. The EDSES noted:

16.1.1. That the Board had seen the draft strategy at its recent strategy meeting.

16.1.2. That targets had been developed to be owned by three new steering groups.

16.1.3. That the document sets out priorities relating to the development of a plan for net zero, sustainable development within curriculum and green skills and education for a sustainable future.

16.1.4. That green travel had been included as requested by members which would align with the upcoming Green Travel Plan and Carbon management Plan.

16.2. The Chair asked Faye Banks to liaise with the EDSES given her expertise on the issue to which she agreed.

16.3. Members asked what the Group's ambition was for achieving net zero. The EDSES noted that this would be picked up in the group's Carbon Management Plan and 2038 had been suggested to align with the Local Authority strategy. Members noted that Wakefield Council had set a target of 2030 and that further consideration should be given to the issue to be reported back to the Board. Members asked that this be noted for future discussion to which the Clerk agreed.

16.4. Asked whether the document covered suppliers. The EDSES explained that it did. Faye Banks noted that organisations often used Environmental, Social and

Governance Strategies which set out targets which drive supply chains and encourage suppliers to help deliver the targets. Faye Banks agreed to discuss the matter with the EDSES outside of the Meeting.

16.5. Members praised the technical ambition such as heat sharing.

16.6. One member noted she had had difficulty reading the document due to the use of acronyms and suggested this might limit buy in from others. The EDSES noted there was a glossary and the difficulties associated with trying to simplify the language but agreed to review the document with this in mind.

16.7. IT WAS RESOLVED THAT the Sustainability Strategy be approved subject to comments made by members.

17. Financial Regulations

17.1. The EDFR noted that the only substantive change to the Financial Regulations for 2023/24 related to increased controls around contracting of agency staff.

17.2. IT WAS RESOLVED THAT the Financial Regulations 2023/24 be approved.

18. Tuition Fees Policy (and HE Education Fees)

18.1. The EDFR noted that there were no material changes except in relation to the ESFA and WYCA fee remission tables towards the end of the policy which had been updated in line with the latest guidance from these funding bodies which were beyond the control of the Group.

18.2. Members noted a reference to EU student scholarships asking whether this was current. The EDFR agreed to check this.

18.3. IT WAS RESOLVED THAT the Tuition Fees Policy be approved subject to changes necessitated by members' comments.

19. Briefing Papers

19.1. The Clerk noted that governors had not submitted any questions via email relating to the briefing papers.

19.2. Dmitry Fedotov, as Lead Governor for Safeguarding, noted that he had been meeting regularly with Carol Price, the Group’s DSL. He explained that there were several unaccompanied asylum seekers who were attending the Group which had increased the workload of the safeguarding teams. He also noted that members would need to read the updated Keeping Children Safe in Education document which would be published shortly.

19.3. Members thanked Carol price for the governor safeguarding training which they agreed had been pitched perfectly for members.

20. Member Retirement

The Chair noted that this would be Richard Stiff’s last meeting. He outlined his many achievements as Chair of Selby College and thanked him for his support during the merger and in the period after and noted that his contributions had been highly valued. He presented Richard with a gift and Richard gave his thanks to the Board.

21. Review of Effectiveness of Meeting and Identification of Emerging Risk

21.1. The Chair noted that emerging risks had been discussed and invited governors to comment on the effectiveness of the Meeting. Governors noted that the meeting had been effective.

21.2. The Chair noted that it was the last meeting of the year and that he was proud of the progress that the Group had made. He thanked the members and staff present for their commitment and noted that the College was well positioned to make even more progress in the coming year.

21.3. The Chair declared the Meeting closed.

Signed  Date 18/10/2023

Actions

No.	Minute	Details	Deadline	Responsibility
1.	5.1.1	A Reserves Strategy should be presented to the FP&R Committee	Autumn Term	EDFR
2.	5.1.3	Un update should be provided on the development of EDI KPIs and reporting mechanics enabling more regular updates	The next Board meeting	EDP
3.	5.1.4	A Minimum Cash Policy should be presented to the FP&R Committee	Autumn Term	EDFR
4.	6.3.1	Please see the confidential minutes	Autumn Term	EDFR
5.	6.3.3	The Chair of the Audit Committee asked that a meeting be	Autumn Term	The Clerk

		arranged for the Board to reconsider its approach to risk		
6.	6.4.3	Group management were asked to consider the way in which the committees interact with one another to ensure helpful sharing of information	Autumn Term	The Clerk
7.	7.1.3	The Chair requested a 'getting to know you' session at the beginning of the next academic year	Autumn Term	The Clerk
8.	7.1.4	There should be an audit of the governor training plan and that governor	Autumn Term	The Clerk

		<p>inductions for all new members should be arranged as soon as possible</p>		
9.	7.1.5	<p>the Chair's appraisal was ongoing and would be addressed at the first Board meeting of the next academic year</p>	<p>The next Board meeting</p>	<p>The Clerk</p>
10.	8.1.6	<p>Various requirements relating to the continuing scrutiny of each college following removal of the Local College Boards</p>	<p>Ongoing</p>	<p>Various</p>
11.	8.1.10	<p>Update the calendar of meetings</p>	<p>The next Board meeting</p>	<p>The Clerk</p>

12.	8.1.11	The Search and Governance Committee had considered the Chair and Vice Chair succession plan and was due to make a formal recommendation at the Board's December meeting	The Board's December meeting	The Clerk
13.	8.1.12	The Chair agreed to ask for expressions of interest for the SID role	The next Board meeting	The Chair
14.	8.1.13	A recommendation for an external governance reviewer should be put to the Board for approval	The next Board meeting	The Clerk

15.	11.2.1	The Group's financial position should be reviewed against the budget in the Autumn	Autumn Term	FP&RC
16.	14.2	The Infrastructure Strategy should be amended to reference the sporting facilities at Selby College	ASAP	The EDFR
17.	15.2.1	Claire Corneille should discuss the inclusion of people related audits with the EDP and confirm this with the EDFR	Autumn Term	Claire Corneille and The EDP
18.	15.2.2	The correlation between the risks on the Risk Register and internal audit plan should be made	The next iteration of the plan	EDFR

		clear going forwards		
19.	16.2	The Chair asked Faye Banks to liaise with the EDSES regarding the Sustainability Strategy	The next Board meeting	Faye Banks and the EDSES
20.	16.3	Further consideration should be given to the net zero date	ASAP	EDSES
21.	16.6	The EDSES agreed to review the Sustainability Strategy's use of acronyms to see if these could be clarified	ASAP	EDSES