

Part I Minutes of the Corporation Meeting held on Tuesday 7th December 2021 at 4.30pm via Microsoft Teams

Members present:	Lord Ian Austin	Sukhninder Panesar
	Liam Butler	Jason Parker
	Wendy Davies	Suhail Rana
	Nirmal Gupta	Liz Sithole (<i>item 1-4 and 5.10 onwards</i>)
	Charlie Harvey	Neil Thomas (Chief Executive and Principal)
	Mollie-Amelia	Tom Westley
	Hehir	Andrew Woodford
	Alison Hodge	David Whatton (Chair) (<i>Item 1-4 and 5.2 onwards</i>)
	Valerie Little	

In Attendance:	Georgina Barnard (Managing Director – IoT)
	Gill Darwood (Director of Corporate Governance) (DCG)
	Kathryn Jones (Director of Human Resources)
	Louise Jones (Chief Finance Officer) (CFO)
	Diana Martin (Vice Principal)
	Carl Riding (Vice Principal)
	Tony Felthouse, KPMG (<i>items 5.1 – 5.6 only</i>)
	Mark Dawson, KPMG (<i>items 5.1 – 5.6 only</i>)

PART I

1 Confirmation of quorum and apologies for absence

- 1.1 Apologies for absence had been received from Debbie Goode and Steve Johnson.
- 1.2 The DCG confirmed that a quorum was present.
- 1.3 Due to technical issues, D Whatton was unable to join the start of the meeting and as Vice Chair, L Butler took the chair temporarily in his absence.

2 Declarations of Interest

- 2.1 There were no declarations of interest.

Items 3 and 4 were taken after item 5.

3 Minutes of Corporation Meetings held on 9th November 2021 (Part I)

- 3.1 The minutes were confirmed as a true record for signature by the Chair.

4 Matters Arising

This matter is the subject of a separate and confidential minute.

5 Audit and Finance Matters

Items 5.1 – 5.6 were taken before item 3.

5.1 Audit Committee - Minutes of meeting held on 29th November 2021

5.1.1 Charlie Harvey as Chair of the Audit Committee presented the draft minutes of the meeting held 29th November 2021 and noted that the key items were covered on the current agenda.

5.1.2 She highlighted other matters of discussion for the meeting had included internal audit reports on risk management and curriculum planning, the rolling schedule of audit recommendations and the proposal in relation to the tender for external audit services for 2022/23.

5.1.3 **It was resolved** To note the minutes of the audit committee held on 29th November 2021.

David Whatton joined the meeting.

5.2 Audit Committee's Annual Report for 2020/21

5.2.1 The DCG presented the report which summarised the work undertaken by the Audit Committee in 2020/21. To comply with the Audit Code of Practice, as reflected in the Audit Committee terms of reference, the annual report summarised the committee's activities relating to the financial year under review, including:

- Any significant issues arising up to the date of preparation of the report.
- Any significant matters of internal control included in the management letters and reports from auditors or other assurance providers.
- The number of meetings held in the year, an explanation where this was fewer than three meetings, and attendance records for each member of the Committee.
- The appointment date of the external auditors and the remaining term of the contract.
- The committee's view of its own effectiveness and how it had fulfilled its terms of reference.
- The Audit Committee's opinion on the adequacy and effectiveness of the corporation's assurance arrangements, assurance over subcontracting, framework of governance, risk management and control processes for the effective and efficient use of resources, solvency, and the safeguarding of assets.

5.2.2 She noted that the Corporation would rely on the Committee's report in its consideration of the financial statements for the year ended 31 July 2021. A copy of the Audit Committee's Annual Report would be submitted to the relevant funding body with the annual accounts.

5.2.3 **It was resolved** To note the annual report of the audit committee 2020/21.

5.3 Internal Auditors' Annual Report for 2020/21

5.3.1 The CFO presented the Internal Audit Report which set out the work carried out by RSM Risk Assurance Services LLP in the 2020/21 academic year, including recommendations made in each category, and RSM's performance against plan. The internal audits were intended to assist college management and audit committee in obtaining an overall view of adequacy and effectiveness of the internal control systems and on risk management.

- 5.3.2 The summary of internal audit work completed in 2020/21 was noted as:
- Follow up (good progress)
 - Data Protection Act and Freedom of Information Act (no opinion)
 - Health & Safety and Estates Management (reasonable assurance)
 - Selected controls for Higher Education Students and Early Statistics (HESES) survey; Student loans; and Competition and Markets Authority (CMA) (reasonable assurance)
 - Learner Number Systems (no opinion)
 - Procurement, Financial Planning & Budgetary Control Arrangements (substantial assurance)
 - Resourcing, Technically Advance Provision (no opinion)
- 5.3.3 RSM had reported the College had an adequate and effective framework for risk management, governance, and internal control in place, with the recommendations made throughout the year helping to identify further enhancements to the framework or risk management governance and internal control.
- 5.3.4 It was noted that the report had been considered in detail at the Audit Committee.
- 5.3.5 **It was resolved** To note the internal auditors' annual report for 2020/21.

5.4 Letter of Representation year ended 31 July 2021

- 5.4.1 The CFO advised that the letter of representation had been prepared to support the Corporation in confirming to KPMG that the Financial Statements of the college for the year ended 31 July 2021:
- Gave a true and fair view of the college financial position at 31 July 2021,
 - Had been prepared in accordance with the appropriate accounting practices; and
 - Had been prepared on a going concern basis.
- 5.4.2 The letter had been considered in detail at the Audit Committee and was recommended to the Corporation for approval.
- 5.4.3 **It was resolved** To approve the letter of representation for signature by the Chair.

5.5 *This matter is the subject of a separate and confidential minute.*

5.6 Annual Report and Financial Statements 2020/21 and reconciliation of July 2021 management accounts and year-end accounts 2020/21

- 5.6.1 The CFO presented the annual report and financial statements 2020/21 which was accompanied by a reconciliation of the July 2021 management accounts. The annual accounts were now complete and were consistent with the management letter prepared by KPMG as seen at item 5.5.
- 5.6.2 The year-end position showed a positive outturn compared to forecast, which was a significant achievement following such a difficult and uncertain year. While income was lower than forecast, both pay and non-pay costs both returned positive variances, as a result of effective management action in year. At £2.68m EBITDA was £349k better than forecast, and as a percentage of income at 5.9% was 0.9% better than forecast. Most KPIs had been met with the exception of those dependant on income: borrowing as a percentage of income and pay costs as a percentage of income. Cash and cash days were better than expected (£4.96m and 42 days respectively) and loan covenants had been met with substantial headroom.

- 5.6.3 Other key matters were noted as:
- Balance sheet movement in the 12 months saw an increase in net liabilities of £3.78m. This was predominantly an increase in pension liability (£2.5m) and accruals for repayment of AEB and discretionary learner support to WMCA and ESFA.
 - Since the July management accounts presented to Corporation in November, reconciling items of £3.135m had been made. £28k was due to audit adjustments and £3.163m for FRS102 adjustments.
 - The attached report also provided further detail on the college's pension liabilities.

5.6.4 The CFO highlighted the current debtor days and advised that this was being looked at with a view to improving the current level.

5.6.5 The draft annual report and financial statements had been considered in detail at the Audit Committee and the Finance & Estates Committee and was recommended to the Corporation for approval.

5.6.6 **It was resolved** To approve the Annual Report and Financial Statements 2020/21 and reconciliation of July 2021 management accounts and year-end accounts 2020/21.

Mark Dawson and Tony Felthouse left the meeting.

David Whatton took over as Chair of the meeting.

5.7 Risk Management Policy Review and High Level Risk Register

5.7.1 The CFO presented the risk management policy and procedure which had been reviewed and combined into one document. The policy incorporated sector best practice and recommendations made by RSM following their recent internal audit review of risk management. RSM had also reviewed the policy document and provided their comments which were reflected in the policy attached.

5.7.2 The report had been considered in detail at the Audit Committee and was recommended to the Corporation for approval.

5.7.3 The CFO advised that the audit committee had considered how the College would approach flagging risks where the net risk was lower than the risk appetite, which might represent a failure to maximise opportunity in that area. It had been agreed that it would be helpful to flag risks at both ends of the spectrum for further discussion at the relevant committee.

5.7.4 **It was resolved** To approve the risk management policy and high level risk register.

5.8 Finance & Estates Committee – Minutes of Meeting held 2nd December 2021

5.8.1 J Parker as chair of the Finance & Estates committee outlined the matters covered at the F&E Committee meeting held 2nd December 2021 and noted that the key items were covered on the current agenda with recommendations from the committee.

5.8.2 **It was resolved** To note the minutes of the Finance and Estates Committee 2nd December 2021.

5.9 Management accounts to October 2021

- 5.9.1 The CFO presented the management accounts for October 2021. The report had been considered in detail at the Finance & Estates Committee and was recommended to the Corporation for approval.
- 5.9.2 Some elements of the accounts would be provided on a quarterly basis including loan covenants, financial health and sensitivity testing where there was little change month on month. Any issues arising with these aspects outside of the normal reporting cycle would be raised with governors immediately.
- 5.9.3 She advised that the accounts evidenced the delay in enrolment of apprentices previously discussed during October, but advised that this position was now improving as would be seen from the November accounts. This shortfall was offset by positive variances on pay and non pay so there were no concerns on achieving the overall budget for the year.
- 5.9.4 In addition, members noted:
- All KPIs were currently met.
 - The rolling cashflow forecast had been updated, reflecting an improved position with the potential AEB clawback profiled across the year.
 - Loan covenants continued to be comfortably met and financial health remained at Requires Improvement in line with plan.
 - Sensitivity testing would be updated on a quarterly basis.
- 5.9.5 The CFO noted that a revised forecast would be brought to the January Corporation meeting for approval.
- 5.9.6 **It was resolved** To approve the management accounts to October 2021

Liz Sithole joined the meeting.

5.10 Partnerships (sub-contracting) plan for 2021/22 and termly monitoring report

- 5.10.1 C Riding presented the paper which provided the Corporation with an overview of the college's planned employer partnership and subcontracting provision for 2021/22 and the monitoring arrangements in place.
- 5.10.2 In summary:
- The total activity relating to subcontracting for 2021/22 was planned to be £1.84m comprising £1.35m apprenticeship and £0.49m of adult education budget (AEB) income. The College planned to make payments in the region of £1.41m.
 - Monitoring arrangements for sub-contracted provision were detailed in section 2. No issues were found with sub-contracting compliance and control arrangements or documentation at the last audit.
 - Appendix 1 provided a summary of all sub-contractor providers and the value of expected income in 2021/22.
 - Appendix 2 provided a summary of all employer partners.
 - It was expected 'niche' high-value partnerships may continue to be required as more technical curricula were introduced (including within the Black Country & Marches Institute of Technology).

- New partnerships with Higher Education Institutions were planned to come on-board from 2022 onwards.

5.10.3 The report had been considered in detail at the Finance & Estates Committee and was recommended to the Corporation for approval.

5.10.4 In response to a question from V Little, the CEP noted that the overall College achievement rate for apprenticeships was detrimentally affected by the performance of sub-contractors in the region of 8 – 9%. C Riding noted that the impact of under performance by sub-contractors would continue to diminish as underperforming partners were removed.

5.10.5 **It was resolved** To approve the partnerships plan for 2021/22.

5.11 Fees policy 2022/23

5.11.1 The CFO advised that the fees policy was revised annually to reflect changes in funding agency rules and fees. The revised fee policy also incorporated the fee refund policy. The purpose of the policy was to set out the framework for fees and charges for 2022/23, the process for payment of fees, the options that were available for payment of fees and the sanctions that the College would apply in the event of a default.

5.11.2 The College was committed to ensuring that its course fees were fair and represented value for money. The College was also committed to providing clear information about its fees, concessions and payment methods. The policy had no material changes from the approach adopted in 2021/22 however set out in much more detail the fees set against each funding stream.

5.11.3 The policy had been considered at the Finance & Estates Committee and was recommended to the Corporation for approval.

5.11.4 **It was resolved** To approve the Fees Policy 2022/23.

5.12 ESFA Finance Record

5.12.1 The CFO presented the ESFA Finance Record, a standard template which captured the statutory annual accounts numbers and monitored these against the ESFA's existing financial health assessment measures. The report was to be approved by members prior to submission to the ESFA by 31 December 2021. The ESFA submission would also include the statutory accounts approved by Corporation and the final KPMG management letter.

5.12.2 The CFO advised that this year's finance record was a little different as the ESFA had updated their template to show only the historical 2020/21 figures from the statutory accounts. The data would be used to inform the ESFA's benchmark model which would be released in spring 2022, at which point the College would be able to review its performance against other similar colleges.

5.12.3 There were two warnings on the Terms of Completion page in respect of the balance sheet and the estates tabs. The balance sheet warning was due to the college having negative I&E reserves and net liabilities (both as a result of the pension liability). The warning on estates was due to incomplete data; the ESFA had requested substantial data in respect of estates and requested that colleges 'complete as much as they can'. The

College had done as much as reasonably practical, providing further information would take several days of resource. Other colleges were adopting the same approach.

- 5.12.4 As previously advised, the college's 2020/21 financial health as measured by the ESFA's assessment was 'Requires Improvement' with a score of 130 out of a possible 300, the College concurred with this score and self-assessed as Requires Improvement.
- 5.12.5 The proposed system for financial health grading was also included for information and calculated the college's financial health grade at July 2021 as Outstanding with 280 points from a possible 300. The College had self-assessed as Good under this proposed system as there was continued reliance on borrowing, however the model showed that despite the level of borrowing, the current position was affordable.
- 5.12.6 **It was resolved** To approve the ESFA finance record.

6 Strategic Discussions

6.1 *This matter is the subject of a separate and confidential minute.*

6.2 Annual Strategic Impact Assessment 2020/21

- 6.2.1 The CEP advised that the College had produced its Annual Strategic Impact Assessment (ASIA), following the close out of the year and submission of all student data returns in early November.
- 6.2.2 At Standards Committee in November, members had reviewed the headline performance of each key client group and agreed the resulting scorecards. Since then, members of the senior team had been compiling all supporting data and narrative for the full ASIA. The headline scores for each key client group had not changed since agreement at Standards Committee. The data on achievements was also unchanged from the previous presentation to Corporation.
- 6.2.3 The document provided members with an opportunity to review all of the data and narrative that would be contained in the final document. Once finalised this would be produced professionally ready for publication in the New Year. The final version would be shared at the next Corporation meeting.
- 6.2.4 The CEP noted that the report did not now include Dudley College Worldwide which would be reflected in the Dudley Dashboard and in future there would be a dedicated section for sub-contracting/partnerships performance.
- 6.2.5 The Chair advised that the Standards Committee had noted there were no national benchmarks for 2020/21 due to the pandemic and therefore staff had erred on the side of caution in arriving at their assessment. He confirmed that the committee had fully endorsed the assessment.
- 6.2.6 **It was resolved** To note the draft Annual Strategic Impact Assessment 2020/21.

6.3 Curriculum contribution analysis 2021/22

- 6.3.1 C Riding presented the report which provided the Corporation with an overview of the planned contribution, resource utilisation and average class sizes of the various curriculum areas within the College.

6.3.2 It supported the FE Commissioner recommendations around curriculum efficiency and fiscal monitoring and provided further detail on business planning cycles and in-year adjustments to performance.

The report confirmed:

- The curriculum/business plan, demonstrated at the Governor development day in September 2021, had been completed effectively and in line with FE Commissioner guidelines around income, expenditure, average class size, attendance, staff and resource utilisation to ensure an average contribution rate of 55% and a targeted class size depending on key client group.
- That the curriculum/business plan was subject to regular monitoring, review and development as new programme were planned and come on stream.
- The College could evidence average class size information by several measures, including by curriculum area, delivery location, mode of delivery and funding stream. Further, that the College could demonstrate ongoing in-year planning as groups grew or merged and new programmes (including in-year starts) were planned and implemented.
- An explanation around areas not meeting overall targets by exception but with agreed mitigations and/or dispensation (e.g. programmes supporting Learners with Learning Difficulties and/or Disabilities [LLDD] located in Aspire and the Assisted Living Centre, workshop-based technical/practical activity that were limited to capacity for health and safety reasons).

6.3.3 The report had been considered in detail at the Finance & Estates Committee and was endorsed by the committee.

6.3.4 It was noted that due to an error in the FEC spreadsheet template, the forecast trend figures were not meaningful and should be disregarded.

6.3.5 **It was resolved** To note the curriculum contribution analysis report for 2021/22.

7 Standards Matters

7.1 Standards Committee – Minutes of Meeting held on 15th November 2021

7.1.1 David Whatton as Chair of the Standards Committee presented the draft minutes of the meeting held 15th November 2021 and noted that the key items were covered on the current agenda.

7.1.2 He reported that other matters considered by the committee included a discussion around partnerships provision and the committee had felt it would be helpful to be advised of any specialist provision which the college would no longer offer as a result of moving away from a particular partnership.

7.1.3 **It was resolved** To note the draft minutes of the Standards Committee held on 15th November 2021.

7.2 Operational Development Plan update 2021/22

7.2.1 The CEP reminded members that during the pandemic the College made the decision to move away from College Operational Development Plans (CODP) in favour of Task & Finish Group action plans. This had allowed focus on the pressing matters in hand as the College dealt with the impact of the pandemic. As the College hopefully returned to more settled times, it was now proposing to move back to a more traditional College

Operational Development Plan structure. The paper provided a summary of the proposed way forward for members discussion and approval.

7.2.2 The proposal included a return to CODPs structured under the eleven areas of the Strategic Plan, to run from January 2022 for a calendar year. They would pick up actions from the Strategic Plan, Annual Strategic Impact Assessment and other College developments. Members would receive reports on progress at each meeting throughout the year.

7.2.3 **It was resolved** To note the update in relation to the operational development plan 2021/22.

7.3 Safeguarding Policy

7.3.1 D Martin presented the Safeguarding Policy which included updated details following the Keeping Children Safe in Education recommendations which came out in September 2021. Tracked changes showed the amendments to the policy for members information and guidance. She advised that the revised policy also incorporated reference to the newly introduced CPOMS recording system, clarification on the College's zero tolerance of peer on peer abuse and sexual violence, as well as details of the safeguarding elements covered within the Performance Improvement tutorial programme.

7.3.2 **It was resolved** To approve the Safeguarding Policy.

8 Governance matters

8.1 Re-appointment of member – Tom Westley

8.1.1 The Chair advised that the term of office of Tom Westley had expired on 8th November 2021 and he had expressed a willingness to be considered for re-appointment for a second term of office.

8.1.2 **It was resolved** To approve the re-appointment of Tom Westley as a member of the Corporation to 7th November 2025.

8.2 Feedback on board self evaluation survey

8.2.1 The DCG presented the outcomes of the annual board self evaluation exercise, completed during November 2021. Members had been asked to rate the board's effectiveness on a scale of 1 (not achieved) to 4 (fully achieved) against a series of questions based on the ten principal responsibilities of the Code of Good Governance.

8.2.2 The results show a maximum score of 4 (fully achieved) for 11 questions, with the remaining questions scoring 3 (mostly achieved).

8.2.3 She highlighted the questions which had scored comparatively lower were:

- Ensuring that feedback from users of the College's services, particularly students, was sought and considered and that appropriate action was taken in response (*score of 3.7*).
- Ensuring that students were actively engaged with the work of the College and that the student voice was heard at all levels, including by governors (*score of 3.6*).
- Encouraging innovation and the development of relevant strategic partnerships (*score of 3.6*).

- Ensuring that appropriate governance, due diligence and risk management were in place for new projects and any ventures outside the scope of the College’s main governance and management structures (score of 3.7).
- Making appropriate arrangements for professional development and succession planning within the executive leadership team and the Governing Body (score of 3.7).

8.2.4 The DCG advised that the outcomes of the board self evaluation had been used to inform the Quality Improvement Plan for governance for the year 2021/22 to be considered at item 8.4.

8.2.5 **It was resolved** To note the annual board self evaluation 2021.

8.3 **Audit of compliance with the new AoC Code of Good Governance – the ‘musts’**

8.3.1 The DCG advised that College Corporations were required by their Funding Agreement to comply with a recognised Code of Governance (either the AoC Code of Good Governance for English Colleges, Charity Governance Code or UK Corporate Governance Code). They must then ensure that they comply with all of its requirements, or explain why they had not done so. The Corporation had previously adopted the AoC Code of Good Governance for English Colleges.

8.3.2 In September 2021, the AoC had launched a revised Code, which had been considered at the September Corporation Development Event. The Corporation would therefore need to ensure compliance with the requirements of this Code which came into effect for the 2022/23 academic year.

8.3.3 The DCG presented an audit of compliance against the ‘musts’ contained within the Code which had been completed to identify any areas which the Corporation would need to address over the coming year to ensure full compliance by the effective date of the new Code.

8.3.4 Members noted that the majority of areas had been rated as ‘green’ and fully compliant, with a small number of areas rated as ‘amber’ and requiring some further action. No areas had been rated as ‘red’ or non-compliant.

8.3.5 Any governance actions arising from those areas rated as ‘amber’ had been picked up through the Quality Improvement Plan for governance at item 8.4 on the agenda, so that progress on their implementation could be monitored over the coming year.

8.3.6 In response to a question from the Chair, the DCG agreed to seek further clarification on point 2.8 “*The Board must ensure that students and the public are given honest, accurate, and timely information on aspects of the provision*” as it was not clear if this related to the publication of the curriculum offer, or feedback on performance of the curriculum.

8.3.7 **It was resolved** To note the audit of compliance with the new Code of Good Governance.

8.4 **Quality Improvement Plan for Governance**

8.4.1 The DCG presented the draft Quality Improvement Plan for governance which had been produced to incorporate actions identified from:

- Areas identified as a result of the board's annual self evaluation, as detailed at agenda item 8.2
- Actions identified as a result of the requirements of the revised AoC Code of Good Governance for Colleges, as detailed at agenda item 8.3.

8.4.2 The DCG advised that the proposed quality improvement plan had been drawn up in consultation with the Chair and CEP and invited feedback from members in relation to the plan. She advised that, once approved, progress against completion of the actions would be reported regularly to the Corporation.

8.4.3 At the request of the Chair, the DCG provided feedback on her meeting with the FEC team lead, where he had offered clarification on the requirement for external board review and the guidance which would shortly be published for colleges.

8.4.4 She advised that discussion had also taken place on the importance of providing clear executive summaries with board papers, and how best to highlight emerging risks to members. Members discussed a number of ways this could be achieved, possibly by having the risk register as the final item on each agenda so that members could take this opportunity to reflect on any arising risks from each meeting.

8.4.5 The DCG further advised that there would be a greater focus on evaluation of board effectiveness at committee level.

8.4.6 **It was resolved** To approve the quality improvement plan for governance for 2021/22.

8.5 Committee terms of reference

8.5.1 The DCG advised that it was considered good practice for Corporation committees to undertake a periodic review of their terms of reference. She advised that:

- The terms of reference for the Standards Committee were reviewed by the committee on 15th November 2021 and were recommended for approval.
- The terms of reference for the Finance & Estates Committee were reviewed by the committee on 2nd December 2021 and recommended for approval by the Corporation.

8.5.2 The changes made were minor updates, with the inclusion of the responsibility for monitoring of relevant risks for each of the committees as agreed by the Corporation.

8.5.3 **It was resolved** To approve the terms of reference 2021/22 for the Standards Committee and the Finance & Estates Committee.

8.6 Update to General Standing Orders (to include new scheme of delegation)

8.6.1 The DCG presented a proposed revised version of the General Standing Orders which included tracked changes. She advised that the changes reflected changes to job titles and the inclusion of a section to cover the arrangements for conducting meetings virtually.

8.6.2 To accompany the General Standing Orders, a scheme of delegation had been drafted as included at item 8.6.2. This scheme of delegation ensured compliance with the AoC Code of Good Governance for English Colleges, section 2.3 *"The board must set out its primary responsibilities in the Instrument and Articles of Government, which should be published widely and be known to all governors. These responsibilities should be supported by a **schedule of delegation** which sets out how each responsibility was to be met and by whom, including those items which the board delegates to the Principal"*.

- 8.6.3 She advised that the scheme of delegation sought to pull together into one reference document, all of the responsibilities of the Corporation, Chair, Chief Executive and Clerk, as detailed in the following documents:
- Instrument and Articles of Government
 - Standing Orders
 - Financial regulations
 - College Policy Framework
 - Education and Skills Funding Agency's Financial Memorandum/Funding Agreement.
- 8.6.4 It was proposed that the scheme of delegation was reviewed on a biennial basis, or more frequently if changes were required.
- 8.6.5 **It was resolved** To approve the updated General Standing Orders and scheme of delegation.
- 8.7 Governor strategic links for 2021/22**
- 8.7.1 The DCG presented a suggested programme of governor link activities for the year 2021/22. The programme included:
- A range of activities linked to strategic priorities of the College.
 - Governor development activities linked to the ETF Governor Development Programme.
 - Two suggested new areas of focus – Digital Strategy and Careers Strategy.
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- 8.7.2 In relation to the new guidance on Careers Education and Guidance, the DCG advised that this would be an item for further consideration at the January Corporation meeting.
- 8.7.3 It was agreed that based on the proposed programme, a schedule would be circulated in the new year for new members to confirm their strategic area of interest and for members to express their interest in joining other workshops.
- 8.7.4 **It was resolved** To approve the governor link programme for 2021/22.

9 Date of Next Meeting

- 9.1 The next meeting would be held on Tuesday 25th January 2022 at 4.30pm

10 Any Other Part I Business

- 10.1 There were no other matters of part I business.

G Barnard, D Martin, C Riding, K Jones, L Jones, A Woodford, S Rana and M Hehir left the meeting.

S Panesar left the meeting.

Approved by the Corporation at the meeting held on 25th January 2022.