

## THE COLLEGE OF RICHARD COLLYER

### MEETING OF THE GOVERNING BODY held on Monday 19<sup>th</sup> March 2018 at 10.45 a.m.

- Present:** Canon Guy Bridgewater, Mrs Sally Bromley (Principal), Mr Tom Cox, Mr Ed Cray, Miss Ann Donoghue, Mrs Barbara Hobday, Mr Thom Hodson, Mr Graham Lawrence, Miss Charlie O'Neill, Dr Grant Powell, Mr Roger Raymond, Dr David Skipp, Mr Hugh Stafford-Smith, Mrs Smita Warren, Mr Robert Yorke
- In attendance:** Mr Ian Dumbleton, Ms Andrea John, Mr James Kewin (Agenda item 16), Mr Dan Lodge, Mrs Linda MacLeman, Mr Steve Martell, Ms Nicola Whitehead (Clerk)
- Apologies:** Mrs Rebecca Aylett, Dr Melaine Coward, Mrs Patrice Mantey
- In the Chair:** Dr David Skipp

#### 1395) Urgent Business: None

**1396)** In opening the meeting, the Chair invited comments on the consent agenda items - minutes, management accounts and the two more straightforward post-project reviews. Members agreed that the emphasis should be on the agenda items under 'Strategy and Performance' whilst ensuring that time would be left for any points of note from the Committees as well as a sector update for which James Kewin, Deputy Chief Executive of the Sixth Form Colleges' Association (SFCA) would be joining the meeting at 12.30pm.

**1397) Declarations of interest:** There were no declarations of interests.

**1398) Minutes of the meeting held on 18<sup>th</sup> December 2017** were approved.

#### 1399) Matters arising

**Item 1379 (ref 1358):** The Principal reported that she had updated committees on the **teachers' pay settlement** which awarded an across the board increase of 1% on teachers' pay, with 2% for pay points 1 to 6, backdated to 1<sup>st</sup> September 2017. This was only slightly higher than the 1% budgeted for by the College. The Finance Director had now calculated the impact on the College which in 2017/18 would mean an additional cost of c. £4.5k once on-costs were taken into account.

**Item 1383:** The Clerk confirmed that the **EQR reports** referred to at the last meeting had been shared with the Arts and Communications Faculty link governor at the time of their issue in March 2017. She had now also sent the recent Art and Design and Photography EQR report considered at the last Q&C meeting (where the Science link governor had been present for consideration of the Psychology report).

**Item 1387:** The Clerk confirmed that **House links** had been set up and a revised links letter posted on SharePoint. The Chair would report on the first House contacts under the Learning Walk under Agenda item 15iii.

#### 1400) Principal's report including KPIs

*Paper: Principal's report to the Governing Body Spring Term 2018 incorporating the Student Voice report; Key Performance Indicators (KPIs)*

The Principal explained that the last term had seen cause for celebration on a number of fronts, including:

- i) **'Nell Gwynn'**: a humorous musical drama following hot on the heels of its premiere at the Globe in October 2015. Governors were also invited on Wednesday 28<sup>th</sup> March for **Pangolin** which was being directed by ex-Collyer's student Sheryl Hill, having been commissioned by the Principal with financial backing from the Mercers' Company. Its themes were social responsibility and the environment and Collyer's students would also be performing it for lower school pupils at Forest and Tanbridge;
- ii) **Further staffing changes included** new roles for Ian McAlister as Director of Higher Education and Progression from the start of the summer term in April 2018 with Rebecca Adams appointed to replace him as Head of House for St Leonard's from the start of the summer term. The new role was intended to provide greater capacity for the expansion of the College's employability programme but was also well-timed to respond to the Government's latest Careers Strategy based on the Gatsby benchmarks. In response to further questions, the Principal confirmed that the College was not experiencing difficulties in filling vacancies and did welcome prospective teachers for work experience. News that Millais was offering internships was food for thought whilst Collyer's was working on a new teacher training programme from September;
- iii) In terms of **employability**, a new course had begun in September, worth c. £15,000 of income in total. Average attendance across the group was 90%, on a par with academic subjects. The lessons were being taught by Steve Martell, and Lucy Hargreaves (appointed Employability Co-ordinator in May) who also had responsibility for planning, administration, designing employer-led sessions, event management and negotiating with employers to secure free services (including support from Smita Warren). Jeremy Quin had visited Collyer's at the end of January to talk to A level Politics students and those on the new Employability Programme led by Steve Martell;
- iv) **545 successful applications to university** (up from 486 in 2016) with an increase also in successful Oxbridge applicants. Members explored the detailed report and related Q&C discussion noting the strong student engagement in understanding and considering their options taking account of the amount of course contact time, career prospects and any alternative apprenticeships;
- v) In January the College had welcomed 12 students from **Guangya High School, Guangzhou**, who would be attending Collyer's for a year in September 2019 to complete their A levels. This was part of a new project in which the College would liaise closely with a state school in China to support students studying Chemistry, Physics, Maths and Economics. Four members of Collyer's staff had just returned from a school visit in China in March to speak to staff and meet 12 students currently in Year 12 who would be joining Collyer's in September 2018. Two international students from Hong Kong had also joined the College in January on a new Foundation Programme to June. They would be attending English language classes and sitting in on Year 1 A level classes before enrolling as full A level students on a two year programme in September 2018. News had arrived that day of a further contract with a school in Shanghai for 20 new students. The Deputy Principal had also been speaking to contacts in the Falkland Islands. The Principal commented on the value of these links in terms of the experience of all Collyer's students as well as in funding terms;
- vi) Congratulations were also due to Margarita Mortimer, Head of Spanish, and two A level Spanish Students who were runners up in the **National Spanish Debating Competition** held on 31<sup>st</sup> January at Christ's Hospital. The students had won a week in a language school in Cartagena;
- vii) Further development of the support available from the **Library and Learning Resources Department** with high staff and student satisfaction demonstrated in survey results;
- viii) Finally **Health and Safety** continued to take a prominent role as evidenced by the annual report.

The Chair commented also on the smooth transition to the new SMT team, thanking the Principal for her leadership in facilitating this and those new to role and post for their energy and ideas.

Turning to the end January updates to the KPIs, the Principal responded to a question on retention, explaining that she was working with SMT and Registry staff to examine the reasons

for the apparent loss of students. Some housekeeping issues had already been identified regarding a change in core aims. The recent notification from the ESFA with regard to funding for 2018/19 suggested that, based on 16/17 retention, the College had taken a hit of some £50k (£2k per student) on retention which the College would be keen to avoid in future years.

The Principal also shared the latest ALPs score outturn placing Collyer's in the top 10% of schools and colleges in the country. Members thanked the SMT and staff for supporting the students so effectively.

#### **1401) Student Voice**

*Paper: Written report in Principal's Report*

The student governors reported on their involvement including RCU discussion of:

- **Reports from the E&D Committee** covering greater choice on gender identity in the Collyer's application form, efforts to prevent transphobic bullying and more outside speakers including a forthcoming talk from Sophie Cook – the first trans MP - on 21<sup>st</sup> March;
- **A tutorial update** including -from 5<sup>th</sup> March- new automated emails home for unauthorised absences (unless students had seen student services with e.g. proof of a medical appointment), new temporary lanyards and changes to PEARS e.g. to reflect VESPA;
- **Environmentally-friendly actions** including biodegradable packaging in the refectory and more recycling bins;
- **A Sports Relief Fun Run** on Friday 23<sup>rd</sup> March plus wider discussion of holding successful charity events. To-date the **RCU had raised over £1800** in 2017/18 through a range of charity events. The charities supported had been the British Heart Foundation, Cancer Research UK and MIND;
- **Applications for student governors for 2018-19** with elections due to take place on Friday 27<sup>th</sup> April. Various promotional activities were planned including a presentation for Tutorial;
- **A Leavers event on 11<sup>th</sup> May:** intended to encourage a 'festival' feel with a 60ft inflatable 'assault' course and free candy floss/ popcorn;
- **Ideas emerging from tutor groups** including concerns about supporting charities which tested on animals, the security and availability of free condoms/chlamydia testing and other sexual health issues, the 'countdown' to student surveys to encourage participation, and greater diversity in canteen options to address e.g. gluten-free options.

**As students** more generally, the student governors reported on their university offers with decisions due on course and institution. Choices for students had been made more complicated this year with universities offering to waive a grade-based offer and make this unconditional if you accepted them as your first choice. The first year students had also recently visited the HE fair to help kick off their research into universities. Revision was underway for A2 exams in the summer whilst courses were still being taught. The linear A levels promised a particularly intense period of review in order to cover two years' worth of content.

As this was their last meeting they thanked the governors for being so welcoming and for taking on board their comments and queries. Members applauded both student governors for their confident and thoughtful contributions to meetings.

#### **1402) Property Strategy 2018-21**

*Papers: Property Strategy 2018-2021*

The Principal explained that she had written the previous Property Strategy in the autumn term of 2014 to cover the academic years 2015-2018. The latest strategy sought to identify planned and desirable estates and building work for the next three years taking account of an up to date view of the site, current buildings and their functional suitability. As such it included a summary of the main estates' work carried out in the period of the previous Property Strategy and

associated costs, most notably £793,956 on minor works and refurbishment, £590,228 of essential work paid for by Condition Improvement Funding and £1.2 million on the new GB1 Building. A meeting was due to be held before the end of term to seek to resolve the final account for the latter. Members noted that the College had a relatively small loan and could therefore afford to invest further in the college estate as required.

Looking ahead, the Principal had sought to incorporate new ideas and existing plans. Following F&GP discussion, further analysis was planned to establish costings and priorities where projects might be in competition with each other. An updated room utilisation survey suggested that a new build such as GB2 focussing on classrooms was not immediately necessary. The change to three A levels suggested that, instead, more flexibility in classroom use and timetable changes such as staggered use of the refectory, would help to address pressures on space. Similarly refurbishment of, or new, science laboratories were not considered urgent.

In terms of funding, members welcomed the Principal's pursuit of potential S106 money and the recent notification that the College was to receive £562k. In terms of its use, the Principal explained that the College was currently exploring whether the money might, as an interim measure, best be deposited with the trustees. Given that the money received was in excess of the £450k anticipated and by reference to the recent discussion of the Digital Strategy, the IT link governor asked that consideration be given to some modest (c. £10-15k) additional spend on IT and in particular to online back-ups. **(Action: Principal)**

In response to further questions, the Principal explained that a 3G pitch would enable a variety of year-round sports but would be expensive, with possibly reduced potential for lettings income owing to an increase in comparable facilities in the area. The College's Sports Academies involved additional coaching, thus enhancing the College's ability to do well in competitions with, for example, the rugby team going forward to the national competition. This in turn was attractive to students both within and beyond the Horsham area. Canon Bridgewater commented that he would be delighted to help out with development of a 'Faith Room'. Given that discussion was next due to take place in the RCU, the Principal proposed that the student governors take forward a possible invitation with the RCU officers. **(Action: Student governors)**. In respect of room utilisation, members welcomed initiatives to use space efficiently whilst acknowledging the difficulties in managing office moves in terms of staff morale.

The Principal updated members on **lettings**, most notably in respect of a new agreement with West Sussex Music (WSM) on Mondays and Tuesdays after school and Saturday mornings producing income of c. £26k. Acting as a music hub was a complementary activity for the College and a good opportunity for outreach beyond the area.

Turning to new ideas for capital development, members welcomed the proposal to evaluate competing priorities for land use and requested that the analysis be brought back to the Governing Body for discussion given their close relationship with the College's strategic priorities. **(Action: Principal)**. The Chair of F&GP Committee commented on the value of the recent finance training undertaken by committee members and SMT. This had proposed a useful framework for analysis of investment proposals which the Committee had considered a valuable approach to evaluating the potential benefits and risks.

**Part II minutes: Criterion h): Information considered to be commercially sensitive.**

**Resolved: The Governing Body approved the Property Strategy 2018-21**

#### **1403) Mid-year Update of the Financial Forecast:**

*Paper: Mid-Year Forecast 2017/18 and further update;*

The Finance Director reported that the forecast surplus for the full year had increased by £69,433 to £115,591 owing primarily to the significant additional income from the 4As centre and non-EU fee paying students where the college had enrolled 62 compared to a budgeted 50. There were some additional expenditure items relating to those areas which were generating additional

income. The College would also be incurring extra exam costs of circa £10,000 for those additional students recruited above the budgeted number (for whom additional funding would not be received until the next academic year). It had also become apparent that at least one of the main exam boards had increased its charges by about 6.5%, double the rate of inflation. If replicated by all the exam boards it would mean additional unbudgeted costs of circa £12,000 in the current year.

Members were astonished that the exam boards could increase charges without any warning or justification. The Finance Director commented that this had always been the case but the price increase on this occasion was unprecedented. Noting the reduction in exam revenue for boards with the near loss of the AS exam, members considered it likely that others would follow suit and asked therefore if pressure could be applied with other colleges and the representative bodies. The Principal reported that S7 Principals had discussed it and were collating data with a view to lobbying. (See also item 1409 below).

Returning to the fact that the College was, in spite of such charges, likely to exceed its budgeted surplus for the year, members welcomed the continued prudent management of the College's finances. They were also grateful to the Finance Director for including the EBITDA data in the revised forecast (and management accounts) so that all three elements of the ESFA's evaluation of the College's 'outstanding' status were included (as might the grading itself be). This grading was considered a useful marketing case alongside the College's academic excellence. They recognised however that the trustees' contribution this year was an exceptional item and not income on which the College could rely going forward.

**Resolved: The Governing Body approved the revised mid-year budget forecast**

#### **1404) Admissions Policy**

*Paper: Admissions Policy 2018*

The Principal explained that whilst not scheduled for approval in January 2018, further additions had been made to the policy in the light of end of year transfer arrangements, a new attendance policy, and changes to ESFA conditions of funding for students under the age of 16 at the start of their course.

Members recognised that in acting early on transfer arrangements and in continuing to refine the framework, the College was seeking to be clear to students about the decision-making process and avoid the risk of challenge as had been faced by some in the sector. They noted that, in practice, very few students were not allowed to progress, with the Deputy Principal maintaining a 'specials' list following discussions with students about mitigating circumstances and changes to ensure a suitable programme. Asked whether this should be clearer in the policy, the Principal thought that this could undermine clarity whilst the policy did cross reference associated procedures for supporting learners. Noting the emergence of legal challenge in the HE sector, members recognised that, whilst fees inevitably heightened sensitivities about the offer to students, the care taken by the College in clear and timely communication to students and parents (including a new summer parents' evening) was valuable.

By reference to the proposed amendment concerning student disclosure of particular physical and mental health as well as learning support needs, members noted the thorough procedures for securing this information. These included advice to schools' Year 8 options evenings, self-declaration, the interview process, proactive relationships between the Learning Support Team and SENCOs in schools as well as the Educational Health Care Plans (EHCPs). Late applicants could present additional challenges and the College was also careful with returners having tightened procedures following an instance where such a student was not seen by the specialist support team.

In response to a further question on the College's attendance initiative, the Assistant Principal reported that there had been some return to the *status quo* following an improvement at the outset. The newly introduced automatic e-mail to parents (two of which had been sent in the first

two weeks) sought to encourage further input from parents. Asked about students' perception, the student governors commented that it had been made very clear to students what was expected with detailed evidence available for every lesson to help with attendance self-management. Acknowledging that the RCU had received comments about not being treated like an adult, the Assistant Principal praised the RCU Officers who had attended the Tutorial Committee and been persuasive in gaining student agreement that the initiative was intended to be in their best interests.

**Resolved: The Governing Body approved the Admissions Policy**

#### **1405) Report from the Quality & Curriculum Committee**

*Paper: Summary and Minutes of the meeting of 27<sup>th</sup> February;*

The Chair referred to the **minutes and summary highlighting the following:**

- i) **DfE performance tables: Collyer's was 'above average'** and, starting from a high base, was doing very well towards year on year increase in performance; the S7 colleges were a strong SE grouping with Collyer's ranking third of the nine at A level in terms of added value with scope for improvement in BTECs;
- ii) **External Quality Reviews (EQRs)** in relation to Art and Design and Photography and Psychology had been very encouraging and consistent with the College's self-assessment; the College had a preference for cross-college reviews in the coming year covering BTECs and stretch and challenge;
- iii) **E&D review** (available on SharePoint and college website) showing broad parity in most areas monitored, albeit with some variations e.g. females received more high grades but males had better value-added. In view of small numbers in some areas, members needed to look beyond percentages in viewing the evidence to ensure a proportionate view e.g. in black male retention. There was increased diversity in the student body as well as a continued dynamic approach to E&D in the College e.g. on transgender issues, including student-led initiatives;
- iv) **Mid-year update to the Quality Improvement Plan (QIP) Part I** with objectives and progress evident on key areas such as action to improve studentship, raise achievement and broaden ILT; At 92.2%, student attendance at Collyer's was above the national benchmark and the focus on it helping to boost parent engagement;
- v) Approval of i) revised **Exams Policy** to comply with new JCQ requirements for the management of exams; ii) revised **Student Disciplinary Policy** to include loss of exam entry status to encourage improvement;

In all the meeting had reflected multiple areas of assurance and showed that there was tireless pursuit of improvement by the SMT.

#### **1406) Report from the Finance and General Purposes Committee**

*Paper: Minutes of the meeting of 6<sup>th</sup> March; Estates minutes of 5<sup>th</sup> February; Management Accounts to 31<sup>st</sup> January 2018; PPRs for GB1 Roofing Repairs, Kitchen extension and CIF 2017 works and paper re CIF 2018 works*

The Vice Chair (as Chair of F&GP) reported on the Committee's full agenda including discussion of:

- i) **GDPR Action Plan** which was evolving in the light of training and sector guidance with key actions identified e.g. in relation to an information asset register, in order to meet the deadline of 25th May;
- ii) **Minimal fee changes** with the most notable being a **further increase in non-EU fees for 19-20** to bring us in line with market;
- iii) **HR report including recruitment activity and new duty on gender pay gap reporting** where Collyer's lower levels of subcontracting and flexibility on part-time pay was understood to contribute to the College pay gap being higher than the median for the education sector;
- iv) **The Management Accounts** to end January showed a surplus of £23,928 which was more favourable than had been anticipated by some £123k.

**Resolved: The Governing Body approved the Management Accounts to end January.**

- v) Turning to Estates issues, the Sub-Committee (ESC) Chair explained that a bid had been made to the ESFA for CIF funding of £260k for window replacement and some associated asbestos removal. As decisions on CIF bids were expected around the time of the Easter break, but work would then need to be underway promptly to allow work to be undertaken over the summer, governor approval in principle was being sought.

**Resolved: The Governing Body approved**

- a) the expenditure of CIF funding of up to £260k; and**
- b) placement of the contract with West Sussex Joinery.**

Governors were invited to note also that the College was considering works to windows and two classrooms in the Sports Hall to address ventilation and class size issues, the scope and cost of which was currently being assessed. If feasible to be undertaken during the summer break, and on cost grounds (currently expected to be to the order of c. £107k), approval would be sought by written resolution from F&GP - and if necessary (i.e. over £100k) the Governing Body.

- vi) In respect of completed works, governors considered the post-project reviews (PPRs) for the kitchen extension and CIF works as well as that for the GB1 remedial roof repairs.

**Part II minutes: Criterion h): Information considered to be commercially sensitive.**

**Resolved: The Governing Body approved the PPRs for the kitchen extension, CIF works 2017 and GB1 remedial roof repairs.**

#### **1407) Report from the Audit Committee**

*Paper: Minutes of the meeting of 25<sup>th</sup> February*

The Committee Chair referred to the Committee minutes and summary. He drew attention to the follow-up to the Audit Findings Report in relation to VAT treatment for overseas agents where the College had sought guidance from both RSM and the AoC. The Committee had welcomed the action taken to-date and intention to continue to make suitable arrangements with agents in respect of HMRC guidance. Given that this was an issue across the sector it had been agreed that follow-up on clarity should be through the AoC.

Members welcomed the **very positive internal audit reports** with full assurance given on Student Alumni processes, Student Surveys and Learner Voice and substantial assurance on Student Attendance Systems and Monitoring and Schools and Employer Engagement.

The Committee had also reviewed the satisfactory **performance of RSM** for the Financial Statements Audit and as such recommended **reappointment for the 2017/18 accounts** with a request to the Finance Director to negotiate as competitive a price as possible. **(Action: Finance Director)**

**Resolved: The Governing Body approved the reappointment of RSM for the Financial statements audit at a maximum cost for the 2017/18 accounts of £13,750 excl. VAT.**

#### **1408) Chairman's report**

*Paper: Remaining dates for 2017-18 meetings*

The Chair reported on **governor attendance** in 2017-18 to-date which at 78% for Governing Body and 79% overall was just under the 80% target (though 81% for committees). The main issue had been the December Governing Body meeting the date for which would be

reviewed for 2018/19 although this would mean disassociating it from Prizegiving. Good attendance at the summer meetings would help address the slight shortfall.

The Chair confirmed that the annual **Confidentiality review** had been undertaken with the Principal. The main confidential items related to personal information (mainly pay) or ongoing commercially sensitive issues where there was little scope for release. As such only minimal releases had been agreed, most notably in relation to preparatory discussions for historic selection panels.

The Chair reported also on training undertaken by governors that term. New governors and co-optees had confirmed that in all but one case they had completed their induction training. He and the Vice Chair had visited their counterparts at BHASVIC in mid-January as 'new to role' training. The meeting had been very useful in sharing practice with a similar college and demonstrating that leadership and governance was strong in both, being mindful of accountability and transparency.

The Learning Walk at the end of January had been well attended with an emphasis on the new house links and tutorial programme. Feedback reflected the useful scene-setter with the Principal and Assistant Principal and there had been many positive comments about staff commitment and passion and appreciation of the challenges of tutor time in an hour a week and all the work behind the scenes. The Vice Chair had summed this up as follows: *'Being an observer helped me bring to life what I had read about and the day to day challenges the tutors face. Very pleased I gave the time to this and very appreciative of the time given to me by others.'* One further aspect worth flagging was that meeting face to face had helped to highlight areas where governors might be able to support the college. Several governors were already involved in the employability programme but a further new member had been prompted to offer her experience to help Travel and Tourism. Forthcoming opportunities to share in house-orientated activities were the Founders day events on Friday 4<sup>th</sup> and 11<sup>th</sup> May at 12.15 on which details would follow.

In March there had also been finance training for F&GP members with the Principal and SMT. This served to demonstrate a cohesive understanding of the strength of the College's financial management whilst identifying some useful areas for development. The F&GP Chair recommended the useful background materials on college funding, strategic management and performance management to all governors. The modules were available on SharePoint and could be digested individually. The Clerk, to whom thanks were owed for organising the event, would be sharing summary notes of the discussions.

The Chair concluded that the meeting as a whole reflected an encouraging start to the year with all on track as demonstrated by robust and very positive evidence.

## **1409) Sector update**

### ***[12.30 Mr James Kewin joined the meeting]***

The Deputy Chief Executive confirmed Collyer's as one of the best performing sixth form colleges at a challenging time for the sector. There had been progress on funding with the very recent agreement of DfE to look at 16-19 funding which the sector had argued was disadvantaged given that it received 20% less funding than the under 16 age group and 50% less than HE. DfE action on this would start immediately and was expected to last until the end of the year. Given that this development addressed one of the two key prongs of the SoS campaign, this would be recalibrated and colleges advised in due course. Members recognised that the economic environment was not favourable, noting that the other campaign element of an additional £200 per student would cost the Government an extra £250m. Little movement was expected this year with the focus being on the 2019 Spending Review. The new Secretary of State's apparent understanding of the challenges facing the sector was welcomed – as demonstrated, for example, in his commitment to no further curriculum changes, and perhaps informed by his good relationship with Alton SFC within his constituency.



Current discussions with DfE also reflected the sector's wish to retain Applied General Qualifications such as BTECs alongside the new T levels when ready whilst DfE were keen to abandon them in favour a more stark choice between an academic or technical route. Members noted the potential difficulty in ensuring more extensive T level work placements particularly in some parts of the country as well as the difficulties presented in college planning by uncertainty on developments. Whilst only a small part of education was technical (c.10%) this area seemed to be occupying much of DfE's time with the risk of an opportunity cost for other areas worthy of attention.

Mr Kewin reported too on the recent experience of 'outstanding' colleges inspected by Ofsted. Whilst those such as Collyer's, with none of the usual triggers, might be safe, he advised that all colleges should consider themselves a possible subject for inspection.

With some 20 SFCs now academised and a further 10 considering it, the sector, formerly of 95 SFCs, was clearly changing. SFCA would be seeking to represent its increasingly diverse membership including GFEs.

Members referred to their previous discussion of exam fees, reflecting disquiet about a lack of effective Ofqual supervision, any apparent contract, lead-in period for any fee changes or service considerations in the offer. Mr Kewin expressed a willingness to pursue these concerns, noting that previous attempts to negotiate bulk deals, as one means of addressing the issues, had met with mixed results.

In response to a question on the Maths uplift payable from 2019, the Principal explained that the challenging conditions for funding suggested that the College was unlikely to gain any advantage which might well reflect the experience of others. As such, the £450m additional sum available (from an overall 16-19 budget of £6bn) seemed likely to be underspent and not meet the promise suggested in the announcement.

The Chair thanked Mr Kewin for his invaluable insights into Government policy affecting the sector, saying that he was sure further discussion over lunch would be much appreciated.

He advised governors and SMT that they would also be joined over lunch by Pauline Bayly who, as Clerk to the Mercers' Standards and Appointments Committee, continued to support Collyer's in organising the Mercer governors and trustees. The invitation enabled the College to keep in touch and thank her for the sensitivity she has shown to the College's needs.

**1410) Governance Quality Framework**

*Paper: Governance Self-assessment*

Members welcomed the clear and notably succinct papers with helpful cover sheets. It was felt that there had been an appropriate focus on key strategic items. The invitation to Mr Kewin by the Principal was also much appreciated, particularly given governors' relative lack of confidence in keeping up-to-date with the national picture as reflected in the governance self-assessment.

**1411) Date of Next Meeting: Tuesday 10<sup>th</sup> July 2018 at 16.15 (4.15pm) at Collyer's**

The meeting closed at 12.55 p.m.

Chair.....

Date .....

NCW 21/03/2018