

## THE COLLEGE OF RICHARD COLLYER

### MINUTES OF THE MEETING OF THE GOVERNING BODY HELD ON Tuesday 11 July 2023 at 16.30

**Present:** Steven Allen, Stephen Avery, Karl Banister (via Zoom), Ann Donoghue, Barbara Hobday, Graham Lawrence, Dan Lodge (Principal), Susan Martineau, Paul Mittendorfer, Dr Grant Powell, Cristina Smeu, Helen Smith, Beverley Valley (via Zoom), James Yandell

**In attendance:** Members of SMT - Ian Dumbleton (FD), Rob Hussey (VP Curriculum), Andrea John (VP Pastoral), Steve Martell (DP)  
Russha Sellings (Clerk)

**In the Chair:** Graham Lawrence

#### **1. Welcome and Apologies for Absence**

The Chair opened the meeting as scheduled. Apologies were received and accepted from the following Governors - Rev'd Lisa Barnett, Teddy Bridges, Clare Ruaux and Dom Valente. Will Power was also not present at the meeting. Bev Valley joined the meeting by Zoom. Karl Banister joined the meeting during Item 8 also by Zoom. The meeting was recorded as quorate.

The Chair referred to the consent items on the agenda including the minutes and policies arising from the work of the Committees. As no specific comments had been raised, the minutes would be accepted, and the policies proposed for ratification.

#### **2. Urgent Business**

None to report.

#### **3. Declarations of Interest**

Dr Grant Powell, Mercer Governor, and member of the respective Mercers' Company committees responsible for consideration of the loan to Collyer's, declared his interest with regards to Item 11b(i) on the agenda and he subsequently abstained from discussion and the vote. Susan Martineau also stated that she was a Mercer Governor (although not directly involved in the decision making).

#### **4. Minutes of the Meeting 28 March 2023**

The minutes of the previous meeting were approved without amendment.

#### **5. Matters Arising**

There was a matter raised under Item 9 on financial benchmarking data within the Finance strategy and the Principal responded that this was a snapshot of non-academised colleges, however differences in provision made it difficult to do like-for-like comparisons.

#### **6. Resolutions**

Written resolutions passed since the last meeting:

*Appointment of the two elected Student Governors w.e.f 17 May 2023*

The Student Governors were officially welcomed to their first meeting.

**Resolved: The minutes record the approval of the resolutions taken by the Governing Body since the last meeting.**

## **7. Principal's Report**

### *Paper: Principal's report*

The Principal briefly introduced his report. There had been successes over the year including completion of new buildings and receipt of grant funding. Several events had taken place with The Mercers' Company, FE Sussex and more locally with schools, which positioned the College well in preparation for forging collaborative relationships in the future. The College had completed the latest cycle of strategic review. Governors heard of plans for some cost saving initiatives to ensure a balanced budget and the staff community were being reassured of the rationale during the consultation process.

Governors were given the opportunity to ask any questions on the content of the report.

A Governor asked whether there were any learnings from the alternative energy solutions report commissioned by TownRock. The Principal responded that sustainability initiatives were very costly and therefore it was important to consider at what point an investment could be recouped. This was a particular factor in retrospectively upgrading existing buildings; Governors agreed it may be more realistic to offset through less intrusive measures, focusing on the efficiencies available in new buildings.

There was a question raised about the continuation of staff strikes. The Principal said SMT understood the motivation for the action, however the issue appeared to be impacting schools more, especially nationally in the primary phase, while industrial action and union activity in the College had been fairly minimal.

No further questions were raised. Governors were invited to the College Open evening on the 13 July.

## **8. College Strategy Plans**

### *Papers: Curriculum and Pastoral strategies, College Strategic Plan*

#### **College Strategy Plans**

##### **i) Curriculum & Pastoral Strategies**

The Curriculum Strategy had been updated following Governor feedback at the recent Q&C Committee meeting. The VP (Curriculum) pointed to the impact of L3 reforms, and it was acknowledged that the College would likely revert back to an 80/20 A-Level split. T-Level provision was taking longer than anticipated to embed nationally, and uptake was still low. A Student Governor asked about the general causal factors inhibiting T-Level roll out. The VP (Curriculum) referred to the investment required and the challenges recruiting the optimal numbers to be economically viable. One of the main issues was the limited awareness amongst students and parents since T-Levels had launched during the pandemic. There was a related question about how the Curriculum Strategy (specifically strategic aim 3) dovetailed with the new People Strategy, thereby ensuring the most appropriate staff complement matched current and future provision. There were a few subjects for which multiple rounds of recruitment took place or the pool of applicants was narrower than it used to be, however the VP (Curriculum) assured Governors that despite recruitment issues evident in education generally, the College were still able to attract high quality staff and subject specialists. Governors who attended the recent SFCA webinar commented on the challenges for particular subject areas, while some specific subjects had a surplus of teachers.

In reference to the Management Accounts, Governors questioned the savings on payroll equating to £220,000. The FD attributed this in part to an overestimation in the budget to meet staffing of the Collyer's 360 enrichment programme as well as several temporary vacancies particularly amongst support staff. This included key roles such as the MIS Manager (replaced with a consultant) and the HR Director which with on-costs had contributed to the total variance.

A Governor questioned whether the quality assurance process for stuck subjects, i.e., those where improvements in students' grades were challenging to deliver, was sufficiently robust to enable the required outcomes. The VP (Curriculum) explained that the College was introducing both internal

and external QA formats with the IQA taking place over a shorter period generating action points to develop in-year.

The VP (Pastoral) gave an update on the Pastoral Strategy, a continuation of the plans to address changes to statutory guidance including Skills, Careers and meeting the needs of students with SEND. As expected, mental health support featured more prominently. Governors fully supported the strategy which was considered very comprehensive, especially the context of the safeguarding data presented in Item 12.

#### ii) College Strategic Plan

The final version was presented following consultation and the Principal explained that there had been few changes made since he had discussed the plan with staff, students, parents and the wider community including secondary school heads and Horsham District Council (HDC). There was an emphasis on collaboration and development of the estate.

A Governor referred to the cost of living crisis in the strategic landscape section which it was hoped would not be a long term position.

It was observed that the lack of publicly published Value Added impacted the top line messaging in the strategy documents and consistency between them was encouraged. It was agreed to revisit with a view to raw results and the Curriculum Strategy would be amended before finalising. (*Action VP Curriculum*)

**Resolved: The Governing Body approved the Pastoral Strategy and College Strategic Plan. The Curriculum Strategy was also approved subject to amends.**

[17.02 - Karl Banister joined the meeting on Zoom]

### 9. Student Voice Report

*Paper: Termly report*

The new Student Governors introduced themselves and expressed their gratitude for the support they had received during their time at the College. Dr Grant Powell said the Student Governors had contributed well to the topics discussed at the recent Q&C Committee meeting.

### 10. Working Party Updates

*Papers: ToR*

There were verbal updates from the recent meetings.

#### i) Skills Agenda Update / ToR

The Chair of the working party which met on the 7 July said it had proved useful as a continuation of the updates from the strategy Morning, with a lot of ground covered in the first meeting as follows:

- The working party surveyed LSIPs by area where it was noted the skills requirements had similar themes and there was a recommendation to the GB that for the purposes of the review, Sussex would be the local area. This would allow the Governing Body to align with the activity of the Sussex Chamber of Commerce.
- The LSIP key sectors were expanded to 7 areas with 'Cultural' split out from 'Hospitality'. The working party looked at the new sector deep dive documents and it was agreed Agriculture would be best met through collaboration with specialist Sussex colleges. The VPs would undertake a mapping exercise of where the College could provide some evidence the skills were met or where collaboration with other education providers in Sussex was required.
- The Chair of the working party suggested the group explore all options which included a review of Adult Education provision to provide possible skills routes.
- The VP (Curriculum) also undertook to review and report back on the DfE national skills shortages which gave an indicator of what would be required.

- Employer Representative Bodies (ERBs) were being established by relevant subject leaders and the Chair of the working party had discussed this with Claire Witz (Sussex Chamber of Commerce Project Director) where it was highlighted the additional opportunities through contacts with employers and for T-Level recruitment.
- The VP (Curriculum) said the working party had explored the eligibility requirements for the £4.4 million Government funding available over the next 2 years.

**Resolved: The Governing Body approved the local area as Sussex for the purposes of the Skills review and the Skills working party ToR.**

#### ii) Academisation Update / ToR

The Chair of the Governing Body, who was also chairing the working party, gave updates from the first meeting. The working party had considered their remit, the application process, planning and other matters such as the scope of due diligence, assets, liabilities and third-party contracts and the consultation for which it was hoped the messaging could be joined up with partner schools. There were some significant decisions ahead including the approval of the application to come to the Governing Body at the end of September/early October. The Chair advised Governors that the Principal and separately the working party would need to take some decisions under delegated authority, which would need to be defined for approval by the Governing Body. Legal firm Browne Jacobson had recently been appointed to support the formation of the MAT and counselled there should be an element of trust in working with partners as the process progressed. There was a further update on the status of the partner schools in their decision-making and the Chair was pleased to confirm that following an invite for the Principal and the Chair to attend part of a recent Governing Body meeting of the Forest Secondary school, a resolution had been passed in principle to convert and join the MAT. This was a pivotal development in the formation and key stakeholders were updated after the meeting.

A Governor asked about the role of approval of the Trustees [of the Collyer Endowment]. At their last meeting, Trustees had passed a resolution in support of the Governing Body's decision and the Clerk said it had been agreed the Chair of the Trust sign the necessary consent letter. There would be further actions closer to the conversion date.

There was a question on funding of the conversion in the formative stages. The Principal had informed the working party that initially this was to be met in advance of an anticipated Trust Establishment Grant (TEG) of up to £50,000 which the RdE had advised was applicable to the plans for the new MAT including consultancy fees, project support and marketing. The Principal had agreed to complete the application prior to the deadline in early October.

Governors considered the local community's views following the announcement in March in terms of schools who may wish to join the proposed MAT. The Principal said there would be opportunities in the second wave and the current group had committed to being fully transparent. The Principal was in regular contact with key personnel at WSCC. It was hoped that the 3 primaries would join at the same time in support of the cross phase vision. The Principal added that a 5 school MAT would also benefit from School Condition Allocation (SCA) funding.

**Resolved: The Governing Body approved the ToR for the Academisation working party.**

### 11. Report - Finance & GP Committee

*Papers: Committee minutes, Resolution, Management accounts (end of May) Budget and forecast, cashflow statement, balance sheet, capital budget, financial commentary and assumptions, Financial Regs updates, report from H&S Committee (consent item) ECT Policy (consent item) and Fundraising Policy (consent item)*

#### a) \*Minutes inc. those of Estates S-C

The Governing Body received the latest minutes. The F&GP Deputy Chair provided some key headlines from the recent meeting. It was pleasing to note the financial position continued to be maintained with strong liquidity and plans for capital expenditure. Members had welcomed the update

on the Sustainability Action Plan, noting the cross-college progress. Business KPIs reflected the current position with regards to financial health and also admissions and retention. There were updates on H&S and Student Support financial assistance and the Committee had received and commented on Business directorate strategies.

There were no further updates or comments on the minutes of the Estates Sub-Committee received by the Governing Body.

**b) Consider recommendations:**

i) Mercers' Loan – Heads of Terms (resolution)

Before the discussion began, the Chair stated that the Governor who had declared a direct interest and (as required by the Instrument & Articles) Student Governors, being under the age of 18, were precluded from the voting process.

The Chair invited questions from Governors on the Heads of Terms which had been circulated by the Clerk prior to the meeting. The Principal advised the terms were standard with some minor amends included, requested by the College. One Governor triangulated the terms with the External Audit strategy and the sources of funding, asking how they all linked. The Principal responded that the Estates S-C had considered various grant funding options and the College was not yet in scope of the latest wave of capacity funding. However it was anticipated that in the next 2 years the College would need to expand again and securing the loan would be the start of the long process ahead including design work and seeking planning permission. A Governor sought assurances on the income to cover the interest payments and the FD referred to the loan being over a 25 year period with a capital repayment holiday, furthermore, the draw down would not be immediate and would be split into two. He added the projected student numbers supported by strong cash flow had been robustly assessed via modelling and sensitivity analysis.

The Chair referred to comments and questions raised in advance by an absent Mercer Governor. The College were benefiting from the support of The Mercers' Company in managing risks associated with developments and the Principal said that he and the Estates Masterplan Manager had a recent informative meeting with the Property Director at Mercers' Hall. There had been a question around the specifics of the Bank of England base rate plus 0.6%, to which the Principal assured Governors the lending rate was comparable and considered favourable, however move to a different basis 'as accepted by the borrower'. The Finance Director of The Mercers' Company had clarified that the debt service covenant would cover all previous financial years during the lifetime of the loan.

Timings and the response from the DfE on the outcome of the application was queried. Subject to the passing of the resolution, the Principal intended to submit the application the following day. As this was a new process for colleges, the timeline was uncertain however there was not an immediate need to draw down and the Principal maintained it was important to secure the loan prior to advancing plans for academisation which was on the critical path of the project. Governors were informed it may be necessary to consider asking whether the Trust could hold the funds.

Thanks were recorded to The Mercers' Company for the ongoing support of the College.

**Resolved: The Governing Body accepted the Heads of Terms laid out by The Mercers' Company for the provision of the loan to the College for the sum of £5 million and the application to the DfE to enable to loan to be drawn down at an agreed future point.**

ii) Management Accounts (end May)

Covered in the update under 11a, there were no further questions or comments.

**Resolved: The Governing Body approved the Management Accounts for the period ending May 2023.**

iii) Cash Flow Forecast

Following a question raised in advance from a Governor on commission rates for international students, it was confirmed that the agency rates were somewhat higher for the College than it would be in the independent sector due to level of fees and longer periods of study.

**Resolved: The Governing Body approved the Cash Flow Forecast.**

iv) Balance Sheet

There were no further questions or comments.

**Resolved: The Governing Body approved the Balance Sheet.**

v) Capital Budget 2023-24

There were no further questions or comments.

**Resolved: The Governing Body approved the Capital Budget 2023-24.**

vi) Budget 2023-24/Financial Forecasts

The FD informed Governors that he has shared with the Clerk the corrected EBITDA figure as below:

Budget to 31/7/23 £	Forecast to 31/7/23 £	Variance £	Budget to 31/7/24 £	Forecast to 31/7/25 £
609,086	1,612,229	1,003,143	645,154	687,307

**Resolved: The Governing Body approved the Budget for 2023-24 and the forecasts subject to the amended EBITDA figures.**

vii) Financial Commentary/Assumptions

Reference was made to aligning the commentary on the College's competitor positioning with that in Strategic Aim 1 of the College Strategic Plan.

Governors suggested the loan from The Mercers' Company be included in the assumptions despite the approval process not yet being completed and it was agreed to include in the narrative the plans for consideration of the loan in the future, subject to relevant approval. **(Action FD)**

**Resolved: The Governing Body approved the Financial Commentary and Assumptions and the forecasts subject to the inclusion of a note on the loan and amended EBITDA figures.**

viii) Financial Regs update

A summary of the additions arising from ONS reclassification and the obligations of Managing Public Money (MPM) were provided. The FD advised one other update was requested to increase the credit card limit for the Deputy Principal from £8,000 to £15,000 to enable bookings for trips to be made and this would be included in the final published version. **(Action FD)**

**Resolved: The Governing Body ratified the Financial Regulations 2023 to include the amends discussed.**

ix) \*Report from the H&S Cttee

Noted as a consent item. No further comments.

**Resolved: The Governing Body ratified the termly H&S report.**

x) \*Policies: Pay, Early Career Teacher (ECT), Fundraising (new)

Noted as a consent item. No further comments.

**Resolved: The Governing Body ratified the ECT Policy and the new Fundraising Policy.**

xi) Business KPIs  
Covered under Item 11a.

[18.00 - due to connectivity issues Beverley Valley left the meeting]

## **12. Report – Quality & Curriculum Committee**

*Papers: Committee minutes, Educations KPIs, safeguarding data, Student Behaviour Policy (consent item), Safeguarding & Child Protection Policy (consent item)*

### **a) \*Minutes**

The Governing Body received the latest minutes. The Chair gave a brief update on the matters discussed at the last meeting. Members had heard directly from Student Engagement and Student Support leads. The Safeguarding & Child Protection Policy had its annual review following the release of KCSIE 2023. The updates were fairly minimal and focussed on online safety and the Committee were assured of the filtering and monitoring arrangements in place.

### **b) Consider Recommendations:**

#### **i) Education KPIs**

The KPIs revealed high grades as the main indicator of A-Level performance. Post PR3, there had been an update on progress for stuck subjects and the planned development would continue into the next academic year. The VP (Pastoral) said attendance continued to be monitored for core subjects and extra-curricular and was able to report that overall rates against a national published figure for secondary schools was slightly above at 91.4%, which was particularly pleasing as attendance in the secondary phase of education was expected to be higher than post-16.

#### **ii) Termly Safeguarding update**

The VP (Pastoral) displayed the data on screen at the meeting and provided verbal updates. There were increases in incidents of domestic abuse and eating disorders. The risk assessment process was explained, and Governors heard that students continued to be monitored up to a year after presenting a concern. Suicide attempts were lowering but ideation was increasing again. The spikes were explained by the PR points.

The ability to benchmark against other providers was raised and the VP (Pastoral) said the College did collaborate confidentially with others such as S7 colleagues. National comparators did not exist although there were publications on typical risks across the age groups. It was noted that the internal provision and support for students was excellent and went some way to covering the gaps that should be provided by external agencies. Governors were particularly concerned about what support was available beyond college as students transitioned to adult life. The VP (Pastoral) agreed the College's Student Support team led by two qualified Youth Mental Health practitioners was a strength and they continued to provide academic support and coping skills to students and onward training to other colleagues. The Governor linked to Mental Health & Wellbeing commended the post holders and said the strategy was very strong. A Governor asked about the data in the context of the Governors' roles and responsibilities. The VP (Pastoral) believed it was important for Governors to be aware of the facts and it would be possible from the next academic year to present patterns and trends. The link Governors had an important role in providing challenge and assurances to Governors on the Mental Health strategy.

iii) \*Policies: Student Behaviour, Safeguarding & Child Protection  
Noted as consent items, there were no further comments.

**Resolved: The Governing Body ratified the Student Behaviour Policy and the Safeguarding & Child Protection Policy.**

### **13) Report – Audit Committee**

*Papers: Committee minutes, External Audit strategy, top sheet Internal Auditor appointment, Regularity Self-Assessment Questionnaire, Anti-Fraud & Irregularity Policy (consent item), Whistleblowing Policy (consent item), Conflicts of Interest Policy (consent item)*

#### **a) \* Minutes**

The Governing Body received the latest minutes. In the absence of the Committee Chair, the FD and Clerk provided updates on the areas for recommendation.

#### **b) Consider Recommendations:**

##### **i) External Audit Strategy 2023**

The FD explained the preparation and timings for the external audit with the clearance meeting scheduled for October. There were additional reporting requirements arising from Managing Public Money (MPM). There were no further comments on the strategy for 2023.

**Resolved: The Governing Body approved the External Audit Strategy 2023.**

##### **ii) Internal Auditor Appointment**

The Clerk referred to the process laid out in the summary within the top sheet. The audit market was moving towards virtual internal audits. A robust tendering process had taken place and the incumbent had not submitted a proposal. After detailed consideration by the Committee on service and value, the recommendation was to appoint Wylie + Bisset on a 3 year contract from 1 August 2023 with the option to cancel after 12 months included in the engagement letter. The Clerk said this would result in significant savings.

**Resolved: The Governing Body approved the Audit Committee's recommendation to appoint internal auditors Wylie + Bisset for a 3 year term with the agreed break clause after 12 months.**

##### **iii) Regularity Self-Assessment**

The questionnaire had been updated to include feedback from the Audit Committee. The Clerk highlighted the last question and confirmed the College had received an exemption on the External Governance Review (EGR) from the ESFA subject to the progress of academisation.

**Resolved: The Governing Body ratified the Regularity Self-Assessment which would be signed by the Principal and the Chair of the Governing Body.**

##### **iv) \*Policies: Anti-Fraud & Irregularity, Whistleblowing, Conflicts of Interest (new)**

Noted as consent items, there were no further comments.

**Resolved: The Governing Body ratified the Anti-Fraud and Irregularity Policy, the Whistleblowing Policy and the new Conflicts of Interest Policy.**

### **14) Report – Nominations Committee**

*Papers: Committee minutes, Rules & Byelaws 2023, Scheme of Delegation and annex, I&As 2019 (SharePoint only), top sheet (Governor training & development and links)*

#### **a) \*Minutes**

The Governing Body received the latest minutes. The Committee Chair also wished to take the opportunity to formally welcome the new Student Governors. She spoke of some of the key recommendations including the renaming of Nominations Committee to Governance & Search and Audit to the Audit & Risk Committee to better reflect the remit of the Committees in the ToR. Members had also considered a new Governors Code of Conduct which would be signed by all Governors or on appointment or reappointment and the Clerk was thanked for her work on developing this.

#### **b) Consider Recommendations:**

##### **i) Appointments/Committee membership 23-24**

The recommendations discussed were laid out in the proposed Rules & Byelaws 2023. There was an update on the outcome of the recent Governor elections. The Governing Body welcomed the



reappointment of Staff Governor Clare Riaux for a further term for continuity and her contributions, especially to the Academisations working party. The Clerk also advised as no candidates had come forward in the recent Parent Governor election that following advice taken, it would be possible to reappoint Beverley Valley as Parent Governor and this was a welcomed approach in order to retain the current Parent Governor's skills and experience.

Governors noted a Co-optee vacancy and the skills requirement was discussed. The Clerk advised this related to the Estates Committee and the Clerk was hopeful of making progress through a large consultancy based in Surrey with a corporate social responsibility department.

#### ii) Chair and Deputy Chair 23-24

The current Chair and Deputy Chair stepped out of the meeting for a brief period for the Governing Body to consider their reappointments. Their experience and significant contribution to the College was recorded. The Chair was commended for his support over the last year and active participation at external meetings. The academisation process would generate additional considerations, however both the current role holders were perfectly placed to lead the College through the period of change.

The Chair and Deputy Chair were invited back into the meeting. They were informed of the decision of the Governing Body and thanked for their ongoing support.

Governors reviewed the remainder of the Rules & Byelaws and the proposed changes to the Committee ToR, in particular for the Estates Committee to become a full Committee of the Governing Body which were all supported.

#### **Resolved: The Governing Body approved:**

- **The reappointment of the current Chair and Deputy Chair for a further year and in doing so an extension to their terms for a third term of 1 year in accordance with agreed policy.**
- **The ratification of the election of Clare Riaux as a Staff Governor for a further term of 4 years.**
- **The reappointment of Beverley Valley as Parent Governor for a further term of 2 years [subject to her child enrolling in the College in the autumn term].**
- **The appointment of Helen Smith to the Estates Committee.**
- **The proposed updates to the Rules & Byelaws (subject to checking Helen Smith's original start date) including Committee membership and ToR**
- **The establishment of the Estates as a full committee of the Governing Body including the new ToR.**

#### **c) Review of Governance Docs:**

##### i) I&As (2019)

It was noted there were no changes to be recommended at this current point.

#### **Resolved: The Governing Body ratified the current I&As 2019.**

##### ii) Scheme of Delegation plus annex

The changes were highlighted and there were no further comments.

#### **Resolved: The Governing Body ratified the Scheme of Delegation and annex.**

##### iii) Rules & Byelaws (inc Cttee ToR)

Covered in the item above.

##### iv) Governor Training & Development

The Clerk gave an update on the resulting position with the ETF Governance Development Programme delivered via the FutureLearn platform. The Clerk had explored other options discussed with the Nominations Committee and would report back in the autumn term. **(Action Clerk)**

There was a brief discussion on links considering the workload of the Governing Body in the next academic year. Governors supported the focus on core links. Governor Helen Smith agreed she would cover the Skills/Careers link as the Chair of the Skills Working Party. The remainder of the links would be added to the next agenda to allow more time to consider the roles. *(Action Clerk)*

**15. Chair’s Report**

i) New Governor Code of Conduct

Covered under the previous item. Governors would be asked to sign to confirm their adherence to the code in the autumn term via an MS form. The Clerk informed Governors that all forms, where possible would move online including the annual declaration of interests and eligibility.

ii) Confidentiality review

The Chair informed Governors this review was still underway – he was mindful that some key matters discussed in confidence were still live. The report including any recommendation on minutes to be released into the public domain would be deferred to the next meeting. *(Action Chair)*

iii) Update from Trustees

As reported earlier in the meeting, Trustees had supported the Governing Body’s decision to academise. Peter Lane had officially stepped down and the College were grateful for his years of service. He would be succeeded by Teddy Bridges. Trustees had also agreed a new Fundraising Policy (included in the papers) and an MoU regarding staffing arrangements for activity to support the Quintenary Fund (QF).

**16. AOB**

SMT took an action to review communications around A-Level results in summer given the likelihood they maybe 5% lower than previous years. The VP (Curriculum) felt the expectations had already been set on the national trend at progress reviews but agreed to take a view on the position. *(Action VP Curriculum)*

**17. Meeting Assessment**

The Chair apologised that the meeting had been lengthy but necessary to cover all the items. Suggested ideas to improve efficiency would be welcomed.

**18. Dates for the next Academic Year**

The next meeting will take place on Monday 25 September 2023, 16.30am onsite at Collyer’s. Calendar invites to Collyer’s accounts would follow.

The first part of the meeting closed at 18.40

[The Principal, SMT, Student Governors and the Clerk departed the meeting for the Part II item]

**19. Report from Remuneration Committee (Part II)**

**Consider recommendations:**

The pay and conditions of service of SMT the Principal and Clerk

Chair .....

Date .....

RRS 17-07-2023