



**CALDERDALE COLLEGE
CORPORATION BOARD MEETING**

DRAFT Minutes of the Meeting held on 8 July 2021 at 16:45 via MS Teams

Present:

Peter Clark	Chair of the Corporation / External Governor
Rachel Court	External Governor
Diane Cothey	External Governor
Katherine Disley	External Governor
Richie Dunk	External Governor
Pat Drake	External Governor
Adrian Furness	External Governor
Ian Greenwood	Staff Governor
Hafsah Hashmi	Student Governor
Richard Laycock	External Governor
John Rees	Principal & Chief Executive
Malcolm Rogers	Vice Chair / External Governor
Robert Swindells	Staff Governor
Andrew Wright	External Governor

In Attendance:

Sharon Bowker	Executive Director (Finance and Funding)
Ebrahim Dockrat	Director of Commercial Services and Partnerships
Julia Gray	Vice Principal (Curriculum, Quality & Student Services)
Rob Rawlinson	Director of Operations
Jane Taylor-Holmes	Clerk to the Corporation

Agenda: There were no changes to the agenda

Min. Ref.	Minutes	Actions
1	21/121 - Apologies for absence Apologies were received from Jenny Grainger, External Governor and Ross Haslam, Student Governor.	
2	21/122 – Confirmation of eligibility, quorum and declarations of interest No notice had been received of any member becoming ineligible.	

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3	The meeting was quorate.	
4	There were declarations from Mrs R Court, External Governor and Mr M Rogers, External Governor at agenda item 21/132; Re-appointment of Governors in respect of their re-appointment.	
5	It was noted that it was that last Governor meeting for Mr I Greenwood, Staff Governor as he was retiring from the College at the end of September 2021, Governors expressed thanks for Mr Greenwood's commitment to the role of Governor.	
6	Governors also thanked Student Governors for their support and contribution.	
	21/123 – Minutes of previous meetings	
7	The minutes of the meeting on 22 April 2021 were approved as a correct record.	
8	It was noted that the section highlighted in yellow in the minutes was exempt from publication due to commercial sensitivity and would be removed from the published minutes.	
9	The minutes of the Part 2 meeting held on 22 April 2021 were approved as a correct record of the meeting.	
10	Resolved: The minutes of the meeting of 22 April 2021 (including Part 2) be approved as a true and accurate record.	
	21/124 – Matters arising	
11	All actions were complete or for completion at a future meeting.	
12	In relation to item 21/123, it was noted that this had been discussed and agreed at the Senior Staff Employment Committee meeting held on 1 July 2021.	
	21/125 – Chief Executive's report	
13	Mr J Rees, Principal and Chief Executive presented a report providing an update on key policy issues. In addition to the content of the paper, updates were provided as follows;	
14	In relation to student COVID rates, rates had increased in the local area in College aged students. Most students had now left site and concluded studies which meant that there was no	

Min. Ref.	Minutes	Actions
	College transmission. Case rates among young people were currently the highest to date in Calderdale.	
15	Mr Rees referred to recent guidance confirming that there was no requirement for staff and students to wear masks, however, there had been a request from the local area that this should continue and there were high rates of compliance against this request. The College would be encouraging students to continue to wear masks and this was the case for students with particular health needs and was within their plan.	
16	It was noted that the guidance also refers to ventilation and personal hygiene.	
17	Governors asked about any specific requirements about self-protective risks, it was noted that there was no specific additional guidance in relation to the type of mask or relating to the vulnerability of students.	
18	Mr Rees referred to the student success stories within the report and the good examples of a range of student achievement and engaging in external projects. This was also demonstrated in the Student Star Awards.	
19	Governors noted the staffing update and the structure chart, which had been updated to reflect the changes in teams and the senior leadership team. It was noted that the structure had been in place from 22 June 2021.	
20	Mr Rees referred to the planned formal launch event on 20 th July at the Engineering Centre (TEC), the Metro Mayor would be attending and talking about her vision in relation to skills and training.	
21	Mr Rees commented on the Tiny Noticeable Things initiative, noting that there had been good participation from colleagues and was recognition of the great work colleagues had been doing, Governors congratulated Mr R Swindells, Staff governor on his success.	
22	Governors commented on the lovely success stories in particular in relation to the Duke of Edinburgh Award and sporting achievements.	
23	Governors also commented on the positive feedback in the Courier in relation to the Football Academy.	

Min. Ref.	Minutes	Actions
24	It was agreed that Mr Rees would pass on congratulations from Governors and their thanks and appreciation in the end of term email to staff.	
25	Resolved: that the report be noted.	
21/112 – Medium Term Action Plan (MTAP)		
26	Mr Rees commented that many of the key performance indicators had been assessed in the relevant Committee meetings.	
27	It was agreed that given the challenges in the year, the MTAP had served the College well and had given the opportunity to focus on key operational matters.	
28	Mr Rees referred to page 44 of the report and Governors noted that the number of students receiving counselling in the academic year was 89, the challenging year had a significant impact on wellbeing and the mental health of students.	
29	In relation to page 50 of the report, Mr Rees provided an update on workforce – development of a Framework for more flexible working. It was noted that this item was now green as the current status and green at year end. A new policy had been developed and was shared with Governors at the Finance and Resources Committee in June.	
30	In relation to the Framework, it was noted that there were a set of policies and procedures to support flexible working. There would be clear guidance for Managers to ensure that the policy was being applied as intended ready for implementation from September.	
32	In relation to 16-18 attendance, Governors asked whether this had improved with the increase in classroom attendance. Mr Rees commented that there had been an issue identified with attendance at remote learning classes in Maths and English and there had been an improvement noted when students returned to face-to-face teaching. Ms J Gray, Vice Principal (Curriculum, Quality & Student Services) commented that additional skills sessions had also been put in place and that there had also been some attendance improvement in vocational courses.	
33	Resolved: that the report be noted.	
21/127 – Whole College Strategic Priorities for 2021/22 Academic year		

Min. Ref.	Minutes	Actions
34	Mr Rees commented that the strategic priorities had been developed and work had commenced earlier in the 2019/20 academic year, due to the pandemic Governors had agreed that the most sensible course of action was to move to the MTAP which had supported a focus on more operational key targets.	
35	Due to the direction of travel and the expectation of the College that it will move into a more normal position in the new academic year, it was suggested that there is a re-setting of the strategic targets within the context of the College's long term strategic plan. A more operational focus would remain for the Committees in the usual way.	
36	Mr Rees commented that overall, the College had made reasonable progress against the priorities bearing in mind the challenges in the year.	
37	Mr Rees referred Governors to page 56 onwards and the eight strategic priorities and the proposed priorities and programmes for 2021/22. It was noted that whilst the strategic priorities predated the White Paper the themes can clearly be seen through the priorities. Mr Rees commented that he would cross reference the priorities to the White Paper to demonstrate we are well aligned to the White paper.	
38	It was noted that reporting would commence through one or both of the Curriculum, Quality and Standards Committee and or the Finance Resources Committee meetings with a summary update being provided to the Board and from November onwards.	
39	A set of clear milestones and indicators would be developed so that progress can be assessed. It was noted that current progress and the anticipated year end position would be rated red, amber or green as in previous years.	
40	Mr Rees commented that a large part of the focus was about creating opportunities and the whole College working which had started before COVID to build some cross team working and development opportunities to teams.	
41	Mrs P Drake, External Governor commented that the strategic priorities report was comprehensive and provided a challenge and asked about progress with links to the health sector and connections with the NHS and Digital partners.	

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42	Mr Rees explained that the College was running some pilots in terms of leadership and relationships had been developed. One joint project was in relation to a nurse cadet programme and a further one around adult workers returning to work in the healthcare system. Good relationships had also been developed through the 'Lets Talk Real Skills' project. Further meetings were planned with stakeholders to develop projects further.	
43	Governors commented on the importance of the development of employer partnerships and supported work in this area.	
44	Mr I Greenwood, Staff Governor asked about extracurricular activities for students. It was noted that there was a need to balance staff time in this area as there was no funding for this activity for the students. It was agreed that this would be further considered and any opportunities to secure funding around these types of activities would be reviewed. It was noted that there was a well-established recreation offer around sporting activities.	
45	Governors commented on the mural at Halifax station, which was a good example of students working to develop skills connected to their courses and interests outside of college.	
46	The College was involved in project-based learning to apply skills for the students.	
47	Mrs D Cothey, External Governor commented that it may be useful to approach other local groups to see if they would be happy to host extracurricular activities, such as hobby groups. It was noted that this would also fit within the Committed to Calderdale strategic priority.	
48	Resolved: Governors approved the Strategic Priorities for the 2021/22 academic year.	
21/128 – Budget 2021-22 and 2-year forecast		
49	Mrs S Bowker, Executive Director (Finance and Funding) presented the budget and 2-year forecast. It was noted that both had been presented to the Finance and Resources Committee, and had been recommended for approval.	
50	It was noted that whilst there was the potential for the College to deliver a breakeven position, until more information was available throughout the year, the forecast operating deficit at year was £152,000.	

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51	Mrs Bowker referred to the exceptional impact of COVID 19 on p78 and the impact on the 2020/21.	
52	Mrs Bowker also referred to the sensitivity analysis at p80, it was noted that 2020/21 had changed regarding apprenticeships and external funding, mainly as result of uncertainly around Brexit and uncertainty going forward.	
53	Governors asked about the challenges should there be more COVID lockdowns or other issues which may impact negatively such as new variants.	
54	Mrs Bowker explained that the bulk of the College income was predetermined (68%) and therefore carried less risk. If, there were reductions in relation to external funding for example, the College would be able to offset costs if funding reduced.	
55	Mrs Bowker referred to p62 and items considered by not included in the budget and the potential upside. In relation to the AEB position, the ESFA would continue to fund students that start in the 2020/21 academic year – of the allocated £500,000 only £100,000 had been included, however, due to the nature of community delivery there would be additional recruitment of up to £300,000, there would be some costs to offset.	
56	Governors asked about the College understanding and consideration of the worst-case scenario. Mrs Bowker commented on the strong cash reserves, and explained that work had been undertaken to forecast cash levels over two years and the position remained positive, work had been undertaken to carefully review the position based on scenario planning.	
57	Mr Rees commented that the College was in a good position to respond differently should a particular trajectory continue. The business model can be adapted, it was noted that a lot of the income that carried the highest risk was where income was linked to expenditure.	
58	The College was able to reduce down expenditure without impacting on the main College delivery. The College could recover and re-size.	
59	External funding was currently unknown to some extent, in relation to the Engineering Centre delivery, the College had forecast apprentice numbers of 10 across each area, any opportunity to deliver to more apprentices would result in increased income without any additional costs.	

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60	In relation to the Adult Lifetime Skills Guarantee, the forecast includes £100,000 income, this was another area that could be developed to earn more income within existing staffing costs.	
61	During 2020/21, there was the ability for the College to apply for in year growth funding, this may be a further option. In relation to pay costs, there were several posts which the College would not recruit to unless numbers materialise.	
62	Governors also noted that the budget included a pay award, which was subject to approval by the Corporation.	
63	Mrs Bowker commented that work would continue throughout the year to deliver a breakeven position and re-forecasting would be undertaken throughout the year.	
64	<p>Resolved: On recommendation from the Finance and Resources Committee the Board approved the following;</p> <ul style="list-style-type: none"> • Budget and forecast for 2021/21 and the 2-year Financial Forecast up to 2023/24. 	
	<p>21/129 – Audit Committee</p> <p>65 Governors received the draft minutes of the Audit Committee meeting held on 10 June 2021.</p> <p>66 Mrs R Court, External Governor and Chair of the Audit Committee, provided verbal feedback on the meeting.</p> <p>67 The Committee had;</p> <ul style="list-style-type: none"> ➤ Received an update from the Director of Operations in relation to the College COVID response from a Health and Safety perspective. ➤ Received internal audit reports on reviews undertaken on implementation of Audit Actions and the Mock Funding Audit, which was reporting a more positive position. The AEB & Apprenticeship report had not yet been received and would be discussed at a later Audit Committee meeting. In relation to the mock funding audit, there had been a number of previous recommendations, many of which had now been completed. Some issues had been identified and there had been a productive conversation with recommendations included within the follow up reporting. ➤ Approved the Internal Audit Strategy & Annual Plan 2020/21. ➤ Discussed with External Audit the cost and scope of additional work required as a result of changes to the Post 16 Audit Code of Practice and data reviews. Auditors would be required 	

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68	<p>to conduct more investigative work themselves. There would be further discussion with Auditors and additional work would be reviewed in due course.</p> <ul style="list-style-type: none"> ➤ Approved other Policies; Fraud and Irregularity ➤ A more structured approach had been taken to the Risk Appetite and a discussion undertaken about the use of risk appetite to provide an indication of whether the score is inside or outside of the rating. ➤ Reviewed the schedule of Policies, noting that this would return to a future meeting ➤ Reviewed a schedule of Deep Dives 	
69	<p>Mrs Court confirmed that guidance was awaited on the work required to replace the ESFA assurance over the funds earned by the College so the impact of the work required was not yet known.</p>	
70	<p>Resolved: Governors received the report from the Audit Committee.</p>	
71	<p>Governors considered the Health Safety and Wellbeing Policy, it was agreed that this would be considered against the new Flexible Working Policy.</p>	<p style="text-align: center;">Action: Mrs Bowker Autumn 2021</p>
72	<p>Governors asked about Disaster Planning. Mr Rees confirmed that the College does have a business continuity plan.</p>	
73	<p>Resolved: On recommendation from the Audit Committee the Board approved the following;</p> <ul style="list-style-type: none"> • Health, Safety & Wellbeing Policy 	
<p>21/130 – Curriculum, Quality and Standards Committee</p>		
73	<p>Governors received the draft minutes of the Curriculum, Quality and Standards Committee meeting held on 17 June 2021</p>	
74	<p>Mr R Dunk, External Governor and Chair of the Committee provided verbal feedback on the meeting.</p>	
75	<p>Mr Dunk confirmed that the Committee had;</p> <ul style="list-style-type: none"> ➤ Received some qualitative student feedback, this had been well received and it was a useful exercise to see direct feedback from students. Some key issues were raised which were already being considered by the College. ➤ Received a summary of curriculum plans and noted how those linked to the strategy 	

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76	<ul style="list-style-type: none"> ➤ Reviewed the whole college performance report, noting that GCSE results seem to be continuing on an upward trend ➤ Received the Teaching, learning and assessment report, the process was really supportive now and monitoring wasn't purely about assessing standards but had built in a drive to improve. ➤ Received the Safeguarding update <p>The Committee recommended for approval the Single Equality Scheme which was on the agenda at item 21/133.</p>	
77	<p>Resolved: Governors received the report from the Curriculum, Quality and Standards Committee.</p>	
	<p>21/131 – Finance and Resources Committee</p> <p>78 Mr M Rogers, External Governor and Chair of the Finance and Resources Committee, provided verbal feedback on the meeting held on 24 June 2021. The Committee had;</p> <p>79</p> <ul style="list-style-type: none"> ➤ Received Estates and HR data and new reporting in this area. ➤ Reviewed the external funding position regarding new opportunities and noted that there was a degree of risk in relation to this. ➤ Considered the Flexible Working Policy (there was no requirement to approve the Policy) ➤ Received the Data Protection Annual Report, there was nothing significant to report ➤ Reviewed the risk register and risks relevant to the Committee and there were no changes proposed. ➤ Reviewed various Policies and Procedures including the Financial Regulations, which were now much clearer. <p>80 There was one item to recommended to Governors for approval which had already been completed (21/128).</p> <p>Management accounts to 31 May 2021 including Year-End outturn.</p> <p>81 Governors reviewed the management accounts.</p> <p>82 Mrs S Bowker explained that the College was currently in the process of finalising the accounts for June. The College was moving positively in terms of adult delivery, there had been a real focus in this area and the College was delivering more than predicted. Costs continued to be well maintained and it was likely would come in under budget.</p>	

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83	The year end forecast was now broadly in line with the approved budget of a £500,000 operating deficit.	
84	In terms of the capital bids submitted, there had been no update as yet. It had been reported that the ESFA had been inundated with requests, there had been indication of when the announcement would be received. There had been no indication of delay in relation to the T-Level application which was due at the end of July.	
85	Mr Rees commented that he would inform Governors of any response received.	
86	Governors noted that the College had received confirmation that the College had not been successful in relation to the local community fund application.	Action: Mr Rees When available
87	Resolved: Governors received the Management Accounts to period 10 and the forecast year-end outturn.	
Sub-contracting report		
88	Governors reviewed the list and it was noted that the Committee had recommend this for approval. Mrs Bowker referred Governors to Annex A: Role of those charged with governance in subcontracting commencing on page 176. It was noted that it was a requirement for Governors to have seen this document.	
89	The Committee recommend for approval the Subcontracting Rationale.	
90	It was noted that Annex A and the Sub-contracting Rationale was in relation to core provision.	
91	The sub-contacting list was in relation to external funding.	
92	Resolved: Governors approved the updated list of Sub-contractors for non-core provision.	
93	Resolved: Governors approved the Subcontracting Rationale.	
94	Resolved: Governors received the Annex A: Role of those charged with governance in subcontracting	
95	Resolved: Governors received the report from the Finance and Resources Committee.	

Min. Ref.	Minutes	Actions
21/132 - Search and Governance Committee		
96	Mrs Court, Chair of the Search and Governance Committee provided feedback from the meeting held on 1 July 2021.	
97	Committee members had reviewed Committee memberships and provided this for approval by the Corporation. This remained unchanged and consideration would be given further to Chairs of Committees. If needed, this would be reconsidered in Autumn.	
98	It was noted that the Committee had considered the terms of office for Governors and that there were a number of Governors where the terms of office required renewal. The Committee recommended for the re-appointment of Mrs Court, Mr Rogers and Mr C Reeve as a co-opted Governor.	
99	<p>Resolved: Governors approved the recommendations from the Search and Governance Committee to;</p> <ul style="list-style-type: none"> • Re-appoint Mrs Court for a further term of office of 2-years to 31 July 2023 (taking her total term of office to 8 years) • Re-appoint Mr Rogers for a further term of office of 2-years to 31 July 2023 (taking his total term of office to 8 years) • Re-appoint Mr Reeve for a further year to 31 July 2021. 	
100	Mrs Court explained that one area of significant discussion had been in relation to succession planning and one of the actions agreed was to hold a separate forum to consider this issue. Feedback would be provided on progress in this area at the next Board meeting.	Action: Mrs Court October 2021
101	Committee members had received and reviewed the Governor MTAP and the governor Mandatory training matrix. Governors were encouraged to complete any outstanding mandatory training and it was noted that Mrs Taylor-Holmes would confirm requirements and login details.	Action: Mrs Taylor-Holmes Autumn 2021
102	In relation to the MTAP, it was agreed that work would be done to try and develop opportunities for Governors to engage with stakeholder colleagues and partners, particularly in the areas of the Engineering Centre and the health service. This would be considered further.	
103	The Committee had received an update on proposed changes to the AoC Code of Good Governance. This would be further considered in due course.	
104	Resolved: Governors approved the Committee memberships.	

Min. Ref.	Minutes	Actions
105	Resolved: Governors received the report from the Search and Governance Committee.	
	<p>21/133 – Equality & Diversity Update</p> <p>106 Ms Gray provided the Single Equality Policy which implemented the Single Equality Scheme.</p> <p>107 Mr Greenwood asked about the recruitment of learners, Ms Gray confirmed that the demographics were broadly in line each year.</p> <p>108 In relation to the European Social Fund (ESF) and any impact as a result of Brexit. Mr Dockrat confirmed that the current commitment to ESF runs through to 2023. Those bidding directly will run through to July 2023. After that the UK had made a commitment through the UK Prosperity Fund to support similar schemes to the same value.</p> <p>109 Resolved: Governors approved the Equality, Diversity & Inclusion – Single Equality Policy.</p>	
	<p>21/134 – Safeguarding Update</p> <p>110 Ms Gray explained that in previous years, the Board would receive and approve the Safeguarding Policy.</p> <p>111 This was dependent on the Keeping Children Safe in Education publication. It was noted that the guidance had just been published and the Safeguarding Policy would be reviewed against the guidance and updated as needed.</p> <p>112 It was agreed that the Chair would approve the Policy on behalf of the Board to ensure that the Policy was approved for the commencement of the new academic year.</p> <p>113 Mrs P Drake, External Governor and Safeguarding Link Governor asked about the implementation of the CPOMs system? Ms Gray confirmed that the College was in the final stages of on boarding for the technical teams, this would be in place from September.</p> <p>114 Ms Gray shared a presentation in relation to the College response to the Ofsted report on Sexual Abuse and Sexual Violence. It was noted that Ofsted had undertaken a thematic review, and had spoken to students and senior leaders in relation to sexual abuse and sexual violence.</p>	<p>Action: Mr Clark September 2021</p>

Min. Ref.	Minutes	Actions
115	Results were extensive, and there were many reports, with a higher number coming from female students of incidents including cat calling, unwanted sexual contact, unwanted sexual images being sent to mobile phones, rape and sexual assault.	
116	The report found that young people were very reluctant to report because elements had become normalised. The report found that young people had a relatively poor experience of relationship and sex health education and that the scale of problem was underestimated. There was also concern about sexual abuse and grey areas and reports of sexual violence.	
117	The report provided a number of recommendations and there were a number specifically for Colleges. It was noted that as a College, there whilst there was no specific requirement to deliver relationship and sex health education, better support and training (for students and staff) would be delivered in relation to behaviours to ensure a consistent response to incidents. Ms Gray commented on the positive work and relationship with local safeguarding boards and the actions being undertaken.	
118	Prior to the report (April 2021), Ms Gray explained that the College had delivered training for students as part of the 'we need to talk about' series as part of the tutorial framework. This would be revamped and would include sessions, current issues such as sexual violence. Training with all staff around this issue would be delivered.	
119	The importance of training and links to the disciplinary process and codes of conduct was agreed. It was noted that the College is clear that the action can be taken against issues before Police action is taken.	
120	Resolved: Governors received the Safeguarding update.	
21/135 – Barclays Loan – LIBOR Transition		
121	Mrs Bowker explained the response by the FCA and the changes from LIBOR to SONIA. It was noted that there was a small amount of the College loan which had a variable rate applied.	
122	The Bank had responded to confirm that the changes should not impact on the cost of repayments.	
123	The letter was provided for information, and approval sought on the basis of the variation to the College Loan.	

Min. Ref.	Minutes	Actions
124	<p>There was produced to the meeting a letter of variation (Letter of Variation) from Barclays Bank plc (the Bank) to the Borrower setting out the amendments to the facility letter / agreement dated 25 August 2010 and any related terms and conditions (the facility document(s)) pursuant to which the Bank has offered the Borrower(s) the Facility. Unless otherwise stated terms and expressions defined in the Letter of Variation have the same meanings herein.</p>	
125	<p>IT WAS RESOLVED:</p>	
126	<ol style="list-style-type: none"> 1. That the terms and conditions (including the Amendments, the related transition away from LIBOR and, where relevant, the security representations) set out in the Letter of Variation are in the interests of and for the benefit of the Borrower and are most likely to promote the success of the Borrower for the benefit of the members as a whole and that such terms and conditions of the Letter of Variation be and are approved and accepted. 2. That the Borrower has considered whether it needs to obtain independent professional advice (legal, financial or otherwise), prior to resolving whether to enter into the Letter of Variation and (whether on the basis of such advice or otherwise) it has made its own independent decision to enter into the Letter of Variation and understands the terms, conditions and risks involved. 3. That John Rees and Sharon Bowker are authorised to sign the Letter of Variation on behalf of the Borrower to indicate acceptance of the terms and conditions. 4. That the Bank is authorised to act in all matters concerning the Facility as amended by the Letter of Variation upon instruction from the Borrower signed in accordance with the Bank’s mandate for any of the accounts of the Borrower held with the Bank current from time to time. 5. That, if applicable, any Security provided by the Borrower and any other Security Providers will continue to guarantee and / or secure the Facility Document(s) as amended by the Amendments. 	
127	<p>There was produced to the meeting waiver and variation letter (the Waiver and Variation Letter) from Barclays Bank plc (the Bank) to the Borrower setting out the amendments to a facility agreement dated 25 August 2010 pursuant to which the Bank has offered the Borrower the Facility (as defined in the facility agreement)</p>	

Min. Ref.	Minutes	Actions
128	IT WAS RESOLVED:	
129	<ol style="list-style-type: none"> 1. That the amendments set out in the Waiver and Variation Letter are in the interests of and for the benefit of the Borrower and are most likely to promote the success of the Borrower for the benefit of the members as a whole and that such terms and conditions of the Waiver and Variation Letter be and are approved and accepted. 2. That John Rees and Sharon Bowker are authorised to sign the Waiver and Variation Letter on behalf of the Borrower to indicate acceptance of the terms and conditions. 3. That the Bank is authorised to act in all matters concerning the Facility as amended by the Waiver and Variation Letter upon instruction from the Borrower, in its capacity as Borrower of the Facility signed in accordance with the Bank's mandate for any of the accounts of the Borrower held with the Bank current from time to time. 	
130	<p>21/136 – Risk Management</p> <p>Mrs Bowker explained that the Risk Management Policy had been reviewed by the Audit Committee and the Board was asked to accept the risk appetite outlined on p232.</p>	
131	It was noted that the Risk Management Policy had been approved by the Audit Committee however, risk appetite was an evolving development for the College.	
132	Governors accepted the risk appetite section of the Policy.	
133	Governors considered the risks allocated to the Board and approved the ratings.	
134	Resolved: Governors received and approved the elements of the risk register presented to the meeting.	
135	<p>21/137 – Chair's report</p> <p>Governors received the Chair's Report detailing activity undertaken since April 2021.</p>	
136	Mr Clark referred to the questions submitted to Governors after meetings and explained that feedback had been included within the report. This would be repeated in the next academic year.	

Min. Ref.	Minutes	Actions
137	The Board noted Chair's action taken in relation to the capital bids.	
138	Resolved: Governors noted the report.	
	<p>21/138 – Dates of future meetings</p> <p>139 It was noted that invitations to the meeting would be sent to Governors.</p> <p>140</p> <ul style="list-style-type: none"> • Search & Governance Committee – 1 September 2021 • Finance and Resources Committee – 30 September 2021 – 17.00 • Curriculum, Quality and Standards Committee – 7 October 2021 – 17.00 • Audit Committee – 21 October 2021 – 16.00 • Corporation Board meeting – 21 October 2021 at 16.45 	

Signed as a true and accurate record : Peter Clark (Chair)

Date: 21 October 2021