

**College of West Anglia
Minutes of
The Corporation Board Meeting
8 December 2021
8.30 am
Remote Meeting – Microsoft Teams**

Present	Sharon Cambridge	Governor (Chair)
	Chris Ashman	Governor
	Andrew Cave	Governor
	Dave Clark	Governor
	Mckenzie-Graye Evans	Governor
	Sam Fletcher	Governor
	Rebecca Hamilton	Governor
	Ray Harding	Governor
	Scott Leadley	Governor
	Rachel Lewis	Governor
	Alan Measures	Governor
	David Pomfret	Governor (Principal)
	Carolyn Rand	Governor
	Gill Rejzl	Governor
	Hein van den Wildenberg	Governor
	Donna Woodruff	Governor
 Attending	Paul Harrison	Vice Principal Corporate Services
	Paul O'Shea	Assistant Principal Student Services
	Rob Petto	Assistant Principal Funding & Performance
	Clare Pelling	Learning Experience Manager (part)
	Emma Larcombe	KPMG (part)
	Stephen Halls	Clerk to the Corporation

The Chair welcomed everybody to the meeting and apologised that it had been necessary to re-organise the meeting as a remote session following the latest Covid guidance, issued on 6 December 2021. The Chair noted that this would be Andrew Cave's last meeting with Governors before he retired from the Board; the Chair would speak more about Andrew's service under Item 22. The Chair welcomed the new student governors to their first meeting, Rachel Lewis and Mckenzie-Graye Evans. The Chair also welcomed Emma Larcombe, director and lead auditor with KPMG who would be presenting the audit report at Item 8. The Chair explained that it was now a requirement for the auditor to have the opportunity to meet with all governors and to take questions on the accounts and the audit, prior to the signing of the accounts.

1 Apologies

Apologies for absence were received from Sally Mitton and Gary Webb. Apologies were also received from Ruth Harrison, Vice Principal Curriculum & Quality. It was noted that Roderick Watkins and Lee Smith had been stood down for this meeting.

2 **Declarations of Interests**

It was noted that Roderick Watkins and Lee Smith had interests in items relating to ARU, the Institute of Technology and the RCVS accreditation termination and had therefore been stood down for this meeting.

Other declarations of interest were recorded for Andrew Cave (Item 5.i & Item 22); Rachel Lewis and Mckenzie-Graye Evans (Item 5.ii); The Principal, Vice Principal Corporate Services and Clerk (Items A1 & A2).

3 **Minutes of the previous meeting – 13 October 2021**

The Minutes of the meeting held on 13 October 2021 were reviewed and agreed as being an accurate record of the meeting.

4 **Matters Arising**

Governors asked if Learning Walks were continuing at the present time. The Principal advised that the latest guidance only advised that group meetings should be avoided where possible and therefore learning walks would continue for the time being, subject to review.

Mckenzie-Graye Evans joined the meeting at 8.39 am

5 **Governance Items**

- 1) Chair's Action - The Chair had extended Andrew Cave's term of office expiry date from 6 December 2021 to 8 December 2021, enabling him to attend today's meeting prior to retiring from the Board.

The Chair's action was ratified by the Board.

- 2) Student Governors - Mckenzie-Graye Evans and Rachel Lewis had been selected by the student body to serve as Student Governors on the Board.

The appointments of Mckenzie-Graye Evans and Rachel Lewis as Student Governors were ratified by the Board.

- 3) Link Governor Feedback – Andrew Cave, Link Governor for English & Maths reported that he and Rebecca Hamilton had had a meeting with Laura Holland, Head of Faculty. Rebecca would be taking over as the Link Governor for that area following Andrew's retirement from the Board. The Chair reminded Governors that all link governor reports were placed on SharePoint for all to view.
- 4) Learning Walks Feedback - Hein van den Wildenberg had undertaken a learning walk with Heidi McWade, visiting Hair & Beauty, Ceramics and Music. Ray Harding had visited the Cambridge Campus, meeting Alison Barber, Head of Faculty.

6 **Committee Chairs' Briefing Items:**

- Audit Committee – The Committee Chair reported on the meeting held 24 November 2021, attended by both the internal auditors, Scrutton Bland, and the external auditors, KPMG. During the meeting thanks were recorded for Rebecca Hamilton who had recently moved to another committee, and the Chair welcomed Ray Harding, now joining the Audit Committee; Dave Clark had been re-elected as Vice Chair. The Chair emphasised that the Committee had scrutinised and challenged in detail the many reports reviewed. Various aspects of risk, risk management and the risk register had all been discussed throughout

the meeting following the risk workshop held in September 2021. The Vice Principal Corporate Services was thanked for his work regarding risk management.

The loss of accreditation for the vet nursing course was discussed. The Committee was concerned that there appeared to be no advance warning of this situation. It was considered that accreditation (for all courses) should be included on the Risk Register.

ACTION-VPCS

The Committee received a short update report on the work of IT on cyber-security; this was on the risk register and would continue to be monitored. The Chair asked management to again consider the score for this risk on the Risk Register which appeared to be too low.

ACTION-APFP

The specially commissioned audit report on apprenticeship funding for internal use was reviewed; a high number of errors in the data were found with actions to be put in place by management to address this, including the move away from paper-based systems to appropriate software; resources were being organised to review the current data and to correct inaccuracies to ensure the data was correct, and to avoid any funding clawback. Three other internal audit reports on payroll, sub-contracting and cash-flow forecasting were reviewed and caused no concerns for the Committee. The Committee considered the assurance framework and the areas of work reviewed; overall, the Committee considered that the systems were adequate and that it was able to provide assurance to the Board and that the College had the necessary controls in place. The Regularity Self-Assessment Questionnaire was reviewed and with one amendment requested was recommended to the Board for approval. The financial accounts were reviewed, with a presentation from Emma Larcombe of KPMG; one or two issues relating to matters identified during the accounts audit were discussed in detail and follow up action would be taken and monitored; issues on the provision of some information relating to pensions and an internal journal were noted; overall, the Committee was assured by KPMG that the accounts and the annual report were in order; the Committee would be recommending their approval to the Board. The Chair noted the Committee's thanks to the Vice Principal, Finance team and KPMG for their work in producing the accounts. The Student Union accounts were reviewed and recommended to the Board for approval. The annual report to the Board on the activities of the Audit Committee over the past year was reviewed and presented at this meeting (Item 7). The Committee discussed the Covid risks of governors meeting together, and it was agreed that meetings would continue until guidance suggested otherwise. For the meeting one member joined remotely on screen to assess the effectiveness of running a hybrid meeting.

- Finance & General Purposes Committee - The Committee Chair reported that the Committee had met on the 17 November for its usual business meeting. The Committee was pleased to note the return of Neil Harries as interim Head of Finance whilst the search for a new, permanent Head of Finance continued. The Committee reviewed the latest management accounts and partnerships out-turn report for 2020/21. The accounts to 31 July 2021 and letter of representation were also reviewed. The Committee would be recommending their approval to the Board at today's meeting.

Rob Petto joined the meeting at 8.51 am

- Performance Review & Quality Committee – The Committee Chair reported that the overall College SAR report had been reviewed at the meeting held on 1 December 2021; the Committee considered that the report style made it useful to many different groups of readers. The report was clear on the areas of focus for the College. The Quality Improvement Plan, based on the SAR was also reviewed. 2 other members of the Board attended the meeting for this item; the Committee would be recommending the SAR to the Board for approval at today's meeting.

The Safeguarding Report for last year was reviewed in detail; mental health, particularly the concern of student suicide was greatly discussed. The Single Equality Scheme and new objectives were reviewed and would be followed up later in the meeting; the Committee reviewed the usual regular reports from areas of focus: maths & English, ESOL, apprenticeships and technology. Staff resourcing was a theme running through a number of the discussions.

The Committee was disappointed to note the retirement of Ruth Harrison, Vice Principal Curriculum & Quality, in the spring term. The Committee had benefited from Ruth's focused reporting and discussion during meetings, and she would be missed.

The updates were noted.

7 Annual Report of the Audit Committee

The annual report from the Audit Committee was presented to the Board. The Committee Chair noted that the report would be amended slightly to take into account the final recommendations received the previous day from the external auditor following their review of the accounts for 2021/22. **ACTION-CLERK**

Governors referred to the Value for Money section in the report and asked if any further, detailed analysis was possible. The Vice Principal Corporate Services advised that useful benchmarking data was not available unless specially commissioned which was expensive. The College had made good use of a commissioned report in the previous year, although the data was now out of date.

The Annual Report of the Audit Committee was noted.

8 CWA Accounts to 31 July 2021

Emma Larcombe, director, and lead auditor with KPMG presented the auditor's year-end report to the Board, referring to the latest version which had been circulated to members the previous day. There were some minor outstanding amendments still to make to the report. The auditors expected to be in a position to finalise their work and sign the accounts the following day (9 December 2021). Items to note included the following:

- The valuation of the LGPS pension liability which required a late adjustment due to the latest asset valuation by KPMG's pension team;
- Detailed subjective testing for revenue recognition checks, this being a new requirement due to ESFA changes – no issues were identified;
- Management over-ride of controls – one issue had been noted relating to the processing of a journal without the supporting evidence. The evidence had since been supplied to assure the auditors, although a recommendation had been given by the auditors in the report;
- Going Concern – there were no issues regarding going concern;
- Regularity – there were no issues regarding regularity;
- Subsidiaries – the respective audits of both subsidiary companies were complete with no issues to report.

The recommendations from the auditors were listed in the report. Item 4 on Related Party Declarations had been resolved overnight and would be removed from the finalised report.

ACTION-KPMG

Appendix 4 listed the audit difference identified during the review. The auditors were comfortable with the differences which had been left unadjusted in the final accounts.

Governors asked about the noticeable audit fee increase in the year. Emma Larcombe explained that audit regulations now required increased testing and rigour, particularly with regard to pension funds. There would be a further charge for the additional work involved in the testing for revenue recognition, due to ESFA changes.

Governors asked why it had been necessary to adjust the pension figures. Emma Larcombe explained that the initial pension report had been based on valuations as at month 11, just prior to the end of the financial year. The valuation of assets, as assessed post-year end had moved significantly to make an adjustment necessary.

Governors referred to the recommendation regarding the quality of payroll and HR data. Emma Larcombe assured governors that there were no concerns regarding the accuracy of payments to staff, but that the item referred to the analysis of data for management reporting, such as the calculation for headcount which could not easily be obtained using the current system. The Vice Principal Corporate Services confirmed that plans were in place to update system reporting in the 2021/22 year.

The Vice Principal Corporate Services gave his thanks to Emma Larcombe and the team from KPMG and particularly to Nathan Ackroyd, audit manager.

The Vice Principal referred to Item 8.1 – CWA Developments, a late item which had been circulated to members the previous day. The Vice Principal explained that it was a requirement from the auditors for the College to formally approve the continued support of the College for CWA Developments.

The Principal asked the auditors to consider at a later date the value of retaining the college's two subsidiary companies, where the annual audit costs appeared to outweigh any benefit received.

ACTION-KPMG

The Board approved the College's continued support of CWA Developments and authorised the Chair to sign the corresponding letter of support.

The Vice Principal highlighted Appendix 5 of the report, Covid-19 Regularity Self-Assessment and explained that due to the late completion of this questionnaire it had not been reviewed by any of the Board's committees prior to this meeting.

The Board approved the accounts for 2020/21, the letter of representation, the self-assessment of compliance with regularity and propriety requirements and the Covid-19 regularity self-assessment questionnaire

The external audit report was noted.

The Chair thanked Emma Larcombe for her attendance and asked her to give the Board's thanks to the KPMG team.

Emma Larcombe left the meeting at 9.17 am

9 Student Union Accounts to 31 July 2021

The Vice Principal Corporate Services highlighted from the report the plans in place to spend the current balance of funds in the Student Union accounts in the current year.

There were no questions or concerns raised.

The Board approved the Student Union Accounts to 31 July 2021.

10 Overall College Self-Assessment Review 2020/21

The Principal reported that the report had been reviewed previously by the PR&Q Committee at its meeting on 1 December 2021, with other governors joining the meeting for this particular item. The report had been written in a style suitable for its many readers, including Ofsted. Three late adjustments would be made to the report prior to its submission to Ofsted, regarding the recruitment and retention of staff, the detailed reporting carried out in each individual faculty and department and student attendance. The Quality Improvement Plan, (QIP), attached as an appendix for governors' information would not be submitted, but informed governors of the areas of focus for managers. The quality improvement plan would be updated from time to time and reported to the PR&Q Committee.

Governors suggested the inclusion of Safeguarding in future reports, particularly as there had been recent improvements to its oversight and governance. Within the QIP, various items of data and specifically a number of dates were missing from the various actions proposed. This report would be reviewed and updated regularly. Governors asked about the appointment of a project manager to lead the CRM software implementation within Apprenticeships. Management advised that this would be an internal appointment which was currently progressing. Governors asked if the current apprenticeship data would be reviewed prior to it being transferred to new software; the Assistant Principal Funding & Performance advised that all areas of the operation would be reviewed by the project manager over an 18-month period, including data and its accuracy.

The Board approved the overall College self-assessment report, subject to the amendments noted above, for submission to Ofsted.

11 Principal's Strategy Report

- 11.i Institute of Technology – *this item was deemed "Confidential-Restricted"*
- 11.ii Job Evaluation Update - *this item was deemed "Confidential"*
- 11.iii Vice Principal Curriculum & Quality - *this item was deemed "Confidential"*
- 11.iv General Updates – Governors commented positively on the successes received in the WorldSkills competition and the apprenticeship success as noted in the report.

Governors noted the actions being taken to obtain destination data from former students.

The report was noted.

12 Strategic Targets 2021/22 – Progress Review

For future reports, Governors asked for details of the top 3 performing targets, and the 3 most concerning targets to be highlighted in the covering summary of the report.

ACTION-CLERK/PRINCIPAL

Target 2.9 – Increasing 16-18 student numbers: Governors were disappointed that enrolment numbers had not increased as anticipated but were lower than the previous year. The Principal noted his disappointment of this as well, particularly as early indications over the summer period had been very positive. Other areas were performing well, such as apprenticeships, but there remained a general disappointment that market share for 16-18 students had not been gained for this academic year.

Target 3.6 – Governors noted that the campaign for a recruitment specialist within HR had been unsuccessful. The Principal advised that the level of salary offered for this position was thought to be an issue and that the campaign would be repeated in January 2022.

Targets 3.7 & 3.9 – Governors were concerned that actions on these 2 targets, review of new staff and the communications strategy had not been completed. The Principal advised that the review of new staffing would progress in the coming months. Informal communications had been maintained during the autumn term; however, these would be expanded in the spring term with formal communications improved.

Target 4.15 – Governors asked about agile working: The Vice Principal Corporate Services advised that this related to possible savings through working more efficiently, both in the teaching of learners and support operations, and would include working from home, space rationalisation and hot-desking for staff. The Principal added that for many of his usual networking meetings these were usually now held remotely, resulting in time saved in travelling, adding that this would be similar for other managers across the College.

Governors noted generally that most learner performance targets were making reasonable progress or were behind target and that there were not many targets currently assessed as having made good progress or with the expectation that they would be achieved. Governors asked how those targets relating to performance compared with other colleges. The Principal explained that the usual national league tables were still currently suspended and that he was looking to work with a few other colleges to share appropriate data to monitor progress. Further, the Vice Principal Curriculum & Quality would be using 'deep dives' involving college staff and an external assessor to monitor quality within the faculties and to validate the recent self-assessment review. Scott Leadley, Staff Governor, noted the 'deep dive' exercise that had just been completed within the Hair & Beauty department that week.

Governors asked about triangulation of reports, and if the issues in the strategic targets report mirrored those issues noted in the overall College Self-Assessment Report. The Principal explained that the themes overlapped but reminded governors that the SAR report related to the activities and performance for the previous year whereas the strategic targets report related to the current year and development for the future.

The report was noted.

13 Learner Outcomes 2020/21

The Principal noted that suitable benchmarking data was not currently available, however, the MiDES retention and pass rate report had been attached as an appendix for information for governors. Attendance and achievement had decreased, with particular concerns in English and Maths; Functional Skills was also an area of concern; Adult performance was strong.

Governors questioned why Adult performance was better than that for younger students. The Principal considered that adults tended to choose to come to the college to learn (for their own improvement and career development) whereas 16–18-year-olds were generally studying maths & English at college because they were required to.

Scott Leadley, Staff Governor, commented that students were now joining the College without any exam experience which would be an issue for the future; many departments, including vocational areas, were now noticing students who were anxious about taking exams either during or at the end of their respective courses. Governors asked about the action that could be taken to support this. Scott Leadley advised that mock exams would be held, including exam practice and exam technique, with this commencing much earlier than in a normal academic year.

Looking at the MiDES report, Governors commented on the ethnicity of learners where it appeared the performance for white learners was lower than that of other ethnic groups and

asked what action could be taken to support all learners. The Principal advised that Catch-Up funding had been made available to provide additional teaching sessions for small groups of learners. The Principal was mindful that white, disadvantaged males were a challenge across the sector and was a particular focus under Equality, Diversity & Inclusion.

Rebecca Hamilton commented on a recent meeting with Laura Holland, Head of English & Maths that the isolation of remote/home working for students during the pandemic was now causing issues in the classroom. Students were finding the wording of maths questions particularly difficult and needed guidance in understanding what the question was asking.

Governors noted that the Covid pandemic had caused many issues for the College, its students, and staff; however, it was now important for the College to move away from Covid and to focus on improving performance. The Principal commented that the PR&Q Committee was focusing on the areas of concern for the College in terms of performance during its meetings, and progress was being made.

Governors asked if the self-assessment review process would be continued in the future. The Principal considered that the exercise provided a detailed review process for departments to reflect on their issues, challenged by peers and that there were many benefits of this exercise; therefore, the annual self-assessment review process would continue.

The report was noted.

*The Chair called for a break in the meeting at 10.33 am
The meeting re-commenced at 10.39 am*

14 Current Performance Data and KPIs 2021/22

Royal College of Veterinary Surgeons (RCVS) Accreditation – *This item was deemed “Confidential – Restricted.”*

There were no questions or comments raised on any other area of the report.

The report was noted.

15 Management Accounts – September 2021

The Vice Principal Corporate Services advised that the report was reduced this month due to this being early in the financial year, where data to compile meaningful contribution analysis, health scoring and KPIs was not yet available.

However, particular cost pressures were already coming to light such as higher than anticipated inflation levels, increasing energy costs and staff cost pressures (incl the recently announced higher national living wage).

Curriculum planning challenge meetings were currently being held for managers to identify corresponding cost savings where expected learner numbers had not been achieved.

There were no current concerns regarding the various income streams to the College. Neil Harries, the interim Head of Finance would be updating the Medium-Term Financial Plan before the end of December 2021.

A number of financial ‘disaster’ scenarios (pressure/stress testing) had been reviewed by KPMG as part of the external audit and no concerns had been raised. Governors asked for details of the testing to be circulated.

ACTION-VPCS

Governors questioned the time taken in producing the monthly accounts. The Vice Principal explained that the F&GP Committee and then Board received the latest set of accounts for review. The monthly accounts would also be posted on SharePoint between meetings. The Principal added that the FE Commissioner guidance suggested that accounts should be available 15 calendar days after each month end, which the College had failed to achieve due to the staffing changes in the Finance team since January 2021. Andrew Cave, Chair of the F&GP Committee commented that the Committee had also raised this as a concern at a recent meeting. Governors asked if the planned new finance system would be sufficient to solve this issue, or if additional staffing resources would also be required. The Vice Principal considered that the issues were of a temporary nature and would be resolved once a new, permanent Head of Finance had been appointed.

The report was noted.

16 Funding Position 2021/22

The Assistant Principal Funding & Performance advised that the latest 16-18 student numbers stood at 2,737, with the R04 return just having been finalised.

There remained a concern across the sector regarding the approach to base rate increases for the next financial year but as yet, no communications had been received from the ESFA.

Governors referred to the recent internal audit of apprenticeship funding and asked if further sampling work had been undertaken to ascertain if there was indeed a concern with the accuracy of data. The Assistant Principal assured governors that at present there was no adjustment to funding as the audit undertaken was internal, and not requested by the funding body. As discussed under Item 10, the Project Manager for the apprenticeship review would begin to look at all areas of concern, however, it was likely that additional staffing resources would need to be engaged to review the apprenticeship data as existing resources were no longer available.

The report was noted.

17 Annual Report on Risk Management and Review of the Risk Register

The Vice Principal Corporate Services highlighted the results of the risk appetite assessment completed by governors during the Risk Workshop held in September 2021, as detailed in Appendix 3. The Audit Committee Chair noted that the Board would need to consider how it used this tool when reviewing risks and taking future decisions. The Vice Principal would consider how best to approach this and move this forward. **ACTION-VPCS**

Governors asked if the increasing concerns around student wellbeing and their mental health, noted in the report under Item 19, should be separately identified on the Risk Register or included within the existing safeguarding risk (2018, 9b). The Principal advised that additional resources had been approved by SMT to assist in this area. The Vice Principal would review of how best to reflect this on the Risk Register. **ACTION-VPCS**

Governors considered Risk 2018 (4), regarding staff recruitment, noting that the residual score of 12 was still high. The Vice Principal noted that future pay awards had been allowed for in the medium-term financial plan to help staff retention. Additionally, the new recruitment specialist post in HR, once appointed, would help in the recruitment of staff across the College. Governors asked if the packages offered to new starters could be adjusted to attract applicants. The Principal considered that younger individuals tended to focus on the salary rather than a pension scheme and leave allowance; to address this, other colleges had set up a separate trading company with different terms and conditions to those of existing employees and therefore higher salaries could be offered, but with the detriment to the individual of leave allowance and the pension scheme offered.

The report was noted.

18 Health & Safety Policy Statement

The Chair noted that this item had previously been reviewed and approved by the Employment Policy Committee at its meeting on 6 October 2021 and was being presented to the Board for information only. The Chair asked for any questions or concerns on the policy to be directed to Clerk after the meeting.

The report was noted.

19 Annual Safeguarding Monitoring Report 2020/21 and Policy Review

The Assistant Principal Student Services advised that the safeguarding monitoring report had been previously reviewed by the Performance Review & Quality Committee at its meeting on 1 December 2021. The Policy had been updated to reflect the latest changes in the guidance issued in the document Keeping Children Safe in Education, September 2021. A presentation on the latest safeguarding changes was given as a briefing item to the Board at its meeting on 13 October 2021.

Governors reported that the Safeguarding Oversight Committee had asked for future reports to separately identify peer-on-peer abuse. The Assistant Principal confirmed that this had been actioned for future reports.

The report was noted. The College's Safeguarding Policy was approved.

Clare Pelling joined the meeting at 11.27 am

20 Equality Objectives – Annual Review 2020/21

The Learning Experience Manager explained that where there were any outstanding or incomplete actions from the previous year, these would be carried forward to be completed in 2021/22.

There were no questions or concerns raised.

The report was noted.

21 Single Equality Scheme & Equality Objectives 2021/22

This report had been reviewed by the Performance Review & Quality Committee at its meeting on 1 December 2021. The Committee Chair reported that she had since been in contact with the EDI Link Governor, Rebecca Hamilton and agreed to review how best to monitor progress with the objectives. Rebecca Hamilton was keen to support the Learning Experience Manager and suggested meeting more frequently during the year, and in advance of each EDI Committee meeting. **ACTION-LEM**

The Board approved the EDI objectives for 2021/22.

Clare Pelling left the meeting at 11.30 am

22 Andrew Cave

Andrew Cave would be retiring from the Board following this meeting after 20 years' service to the College.

The Chair commented that Andrew had been a trusted team-mate over this time, serving as Chair of the Finance & General Purposes Committee for most of the time. The Chair has valued Andrew's support and guidance, particular over financial matters. Andrew had also served as Vice Chair of the Corporation, and the Chair thanked Andrew particularly for covering her duties during a short period of absence during 2020. The Chair was disappointed that members were not able to meet in person to say "goodbye" to Andrew but hoped that Andrew would be able to join governors for the Chair's Dinner in May 2022. The Chair had some cards of thanks for Andrew, signed by members of the Board and the management team which she would deliver in due course.

The Principal, on behalf of management and staff, offered his thanks to Andrew, particularly for his support to the Vice Principal Corporate Services and the Finance & General Purposes Committee; for reviewing reports and proposals with a strong, critical but supportive approach and for supporting the College with good humour and objectivity when dealing with regulators, such as the FE Commissioner and the ESFA.

Andrew Cave addressed the Board and reflected on the many changes he had seen at the College during his time in office. He was particularly pleased that the finances were in a strong, healthy position. He always enjoyed his visits to the campuses to experience the buzz from the staff and students. Andrew offered his thanks to the senior management team. Andrew noted that he had found his service to the College to have been enjoyable and rewarding.

23 Any Other Business

- i. Apprentice Engineer – Rebecca Hamilton reported that she had recently engaged a heating engineer to carry out works at home who brought an apprentice from CWA with him to assist. Good reports were received of the visit and of the apprentice.

24 Date and time of next meeting

Wednesday, 30 March 2022 at 8.30 am.

11.38 am: The Principal, SMT members, Staff Governors and Student Governors left the meeting at this time with only Independent Governors remaining.

A1 Determination of the Pay and Conditions of Senior Postholders and Clerk 2021-22

This item was deemed "Confidential - Restricted."

A2 Appraisals of Senior Postholders and Clerk

This item was deemed "Confidential - Restricted."

The meeting closed at 11.49 am