



**GOVERNING BODY
UNCONFIRMED MINUTES**

Date: 19 December 2018

Clerk to the Corporation
Granville Road
Sheffield, S2 2RL
Tel: 0114 260 2620
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Venue: Board room, City Campus, the Sheffield College

Present: Seb Schmoller (Chair)
Gwyn Arnold
Jay Bhayani
Richard Calvert
Ian Falconer
Angela Foulkes
Beri Hare
Stephan Hollingshead
Chris Linacre
Saleem Rashid
Kim Streets
John Timms.

In attendance Kate Platts, Executive Director of Finance and Resources
Alison Shillito, Clerk to the Corporation
Paul Simpson, Executive Director of HR and Organisation Development
Anita Straffon, Deputy Chief Executive (Curriculum, Quality and Assessment)

**Action by
whom when**

18/7/1 **Apologies for absence** were received from Jane Jones and Michelle MacDonald.

18/7/2 **Chair’s remarks**

- 2.1 The Chair commented that this was the final meeting of the calendar year and, as such, a number of the items reflected on 2017/18 as part of the annual review and reporting process.
- 2.2 Governing Body noted that the Chair had received letter from the FE Commissioner reporting on his visit to the College on 6 December 2019. This had been circulated to governors by email and was tabled for consideration as part of the Chief Executive and Principal’s report (minute 18/7/# refers).
- 2.3 The Chair reported that Kyle Hogan, President of Students’ Union, had resigned on 12 November 2018 and that elections were in progress to elect a new Student Union Executive Committee, which would nominate the elected student governors for 2018/19.

18/7/3 **Declarations of Interest**

The Board noted the standing declarations of interest in particular:
Richard Calvert as Chief Operating Officer of Sheffield Hallam University and as a trustee of the Brigantia Learning Trust Form
Angela Foulkes as Chief Executive and Principal of the Sheffield

College and a director of its wholly owned subsidiary companies. Saleem Rashid as a member of College staff and UCU branch chair.

Governing Body agreed that no action was required in respect of these declarations.

18/7/4 Minutes of the meeting on 24 October 2018

- 4.1 The public and the confidential minutes of the meeting on 24 October 2018 were each approved as an accurate record.

18/7/5 Matters arising and action record

- 5.1 Governors considered the matters arising from previous meetings as follows.

5.2 Minute 18/6/5.4 refers: DBS Checks for Governors

The Clerk reported that DBS checks for current governors had all been completed and there were no issues requiring action.

- 5.3 It was noted that the Clerk had rationalised the action record bringing related items together into single actions. Where due dates had been missed or revised these were signalled in the right hand column (strike through the original date and new target date added). Where actions had been referred to another committee or body these would be retained on the tracker with a revised deadline for that committee or body to deal with the action, if necessary making a report back to Governing Body.

- 5.4 Governing Body received the Action Record, noted the progress and approved the removal of the items marked as 'Closed'.

18/7/6 Report of the Chief Executive and Principal

- 6.1 The Chief Executive and Principal (CE&P) presented the report, highlighting in particular

- i) **Employer academies** – the College had secured three new employer academies in Engineering, Construction and Computing Technologies. Governors welcomed the development and offered to support the College to make introductions to further employers who might be interested in creating new academies. The Chief Executive and Principal agreed to contact governors with information about the sectors the College was targeting for this activity.
- ii) **Strategic College Improvement Fund (SCIF) bid** – the College had been successful in its SCIF bid which would result in around £200,000 (including matched funding by the College) to support the implementation of the teaching and learning improvement plan, working with The Grimsby Institute and Tyne Coast College.
- iii) **Skills Capital Bid** - the Local Enterprise Partnership has agreed that the College's Skills Capital project bid (Digital Engineering Skills Development Network) may move to the next stage of the bidding process. This will involve submitting an Outline Business Case in January 2019. The College is partnering with two local employers to make the bid. The proposals for capital expenditure at the College (Olive Grove site) included installing a new robotics training area,

CE&P

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2019

expansion of the engineering training facilities, and a new digital technology learning area. The bid is being led by Andrew Hartley, Commercial Director.

6.2 Governors commented on the report as follows.

- i) **HE Post-18 Education and Training Review** (Augar Review)
Governors noted the recent Office of National Statistics (ONS) report on changes to the accounting treatment of student loans in government spending calculations. Governors commented that the change was likely to have an impact on the outcomes of the Augar Review and government spending review in 2019. The Clerk agreed to circulate a link to the ONS report and briefing. It was noted that the report on the Augar Review was due to be published in February 2019. Once the Augar recommendations had been published, Finance, Employment and General Purposes Committee would consider the implications for the College's future financial plans.
- ii) **Senior Staff turnover** – a governor commented about recent resignations from the College's leadership team. The CE&P said that two members of the Executive Team were leaving the College, (neither posts were defined as Senior Post Holders under the Articles of Government). The Governor Strategy Event would include an update following recruitment to the new roles in the senior leadership structure.
- iii) **Contingency planning for a no-deal Brexit** – the CE&P said that this was identified on the risk register with actions in progress to manage and reduce the risk.
- iv) **Letter from the FE Commissioner** – the Chair tabled a letter he had received from the FE Commissioner on 17 December reporting on his visit to the College on 6 December 2018. The visit had been to follow-up on how the College had responded to the recommendations made in the pilot diagnostic assessment visit. The letter confirmed feedback on the day that the FE Commissioner was satisfied with his observations at the visit and would not need to monitor the College further. Governing Body noted that this completed one of the board's targets for 2018/19.

Clerk

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2019

6.3 Governing Body agreed to receive the report and in particular congratulated the Chief Executive and Principal and her team on the complimentary feedback received from the FE Commissioner.

18/7/17 Board Key Performance Indicators and College Improvement Plan Update: Period 3 2018/19

- 7.1 The Deputy Chief Executive (Curriculum, Quality and Assessment) (DCE:CQA) presented the report commenting that it comprised a summary of the data that had been reviewed in November by Teaching, Learning, Quality and Student Experience (TLQSE) Committee and Finance, Employment and General Purposes (FEGP) Committee. The College was developing dashboards for the Committees to support detailed scrutiny.
- 7.2 The Chair of TLQ&SE Committee commented that it was most important that Committees could scrutinise the detail beneath the headline data. This development was critical to governors being

able to identify and challenge where improvement action was not being effective to achieve the College's ambitions for its students.

- 7.3 Governors noted that data governance information still needed to be incorporated into the teaching and learning spreadsheet, as recommended by TLQ&SE Committee.
- 7.4 Governors recognised that corporate scorecards for governance and leadership was one of the most important areas for improvement, prioritised by the board for 2018/19. There were further improvements to make, but the board KPI reports had been transformed as compared to the same time in December 2017. Governing Body noted the report and thanked the Executive Team for the progress it was making on producing useful corporate KPI information and reports.

18/7/8 Self-Assessment Report 2017/18

- 8.1 The Deputy Chief Executive (Curriculum, Quality and Assessment) (DCE: CQA) presented the report highlighting that the report reviewed the College's Education and Training provision and outcomes for 2017/18. The report did refer to the recent Ofsted Monitoring Visit. (This Visit had commented positively on the improvement actions that the College was implementing.)
- 8.2 Governors noted that the TLQ&SE Committee had approved the self-assessment grades in the report at its meeting on 28 November. The report assessed all aspects of provision other than high needs as 'requires improvement'. The TLQSE Committee had discussed the decline in performance of apprenticeship provision and had requested further reports in January 2019.
- 8.3 The Chair of TLQSE Committee said that the Committee had stressed the importance of reviewing the Quality Improvement Plan alongside the Self-Assessment Report. The Committee would be pursuing this further in January 2019 and in particular would be scrutinizing progress on the College Improvement Plan for apprenticeships.
- 8.4 Governing Body received the Self-Assessment Report and approved the report for upload to the Ofsted.

18/7/9 Staff Engagement Survey 2018

- 9.1 The Executive Director of HR and Organisation Development (EDHROD) presented the report, which explained that the next survey had been rescheduled to February 2019. The change to the timing of the survey was to allow the new curriculum management structure time to embed and to enable senior managers to complete some focused activities that address matters raised in recent engagement activities.
- 9.2 Governing Body noted the report and endorsed the proposals to run the next staff engagement survey in February 2019.

18/7/10 Governor Training Plan 2018/19

- 10.1 The Chair of Search, Remuneration and Governance Committee made a presentation on the aims and structure of the Governor Training Plan. Members commented on the proposals as follows:
 - i) **Externality** - members commented that training activities should draw on learning from governors outside the College.

The Clerk commented that the current plan was to draw on the modules being developed by the AoC for the new ETF Governor Development Programme. The College was already using ETF modules on Safeguarding and Prevent. New modules were being piloted in spring 2019 that included on line and workshop activities. New governors would also be encouraged to participate in AoC regional workshops for governor induction.

- ii) **Training expectations** – governors supported the proposals to invest time and effort in training for governors. It was commented that training needed to be managed and monitored. The plan would need to make clear what elements were mandatory rather than optional/desirable. It was suggested that the annual discussions between Committee Chairs and members should be used to identify individual training needs as not every member would need all elements.

10.2 Governing Body noted the report as a helpful summary of the approach and agreed the following actions:

- i) The Chair of SRG and Clerk to add more detail to the plan and present to the next meeting of SRG Committee.
- ii) Proposals to take into account the needs of governors who had limited time for their duties.
- iii) Proposals should draw on the College’s training programme so that governors had the opportunity to undertake training alongside College staff.

Chair of SRG and Clerk
February 2019

18/7/11 Governor appointments

11.1 Governing Body received the report from the Chair of the Selection Panel appointed by Search, Remuneration and Governance Committee and approved the following appointments:

- Stephen Betts be appointed as a governor with effect from 1 January 2019 for an initial term of two years, terminating on 31 December 2020, at which time he would be eligible for reappointment.
- Shelley Hemsley be appointed as a governor with effect from 1 January 2019 for an initial term of two years, terminating on 31 December 2020, at which time she would be eligible for reappointment.

11.2 In addition Governing Body approved the Panel’s recommendation that Hanif Mohammed be co-opted to the Teaching, Learning, Quality and Student Experience Committee for a period of one year in the first instance with a view to appointing him as a College governor, subject to mutual agreement, when a suitable vacancy arises. Hanif would be invited to attend full Governing Body meetings but would not be entitled to vote.

11.3 It was noted that all appointments were subject to satisfactory outcome of relevant checks, as required by College policies. The Clerk agreed to complete the appointment procedures and arrange induction meetings.

Clerk
January 2019

11.4 Post Meeting note:

On 7 January 2019, Jane Jones resigned as a governor with immediate effect. The Chair of Governors asked the Panel Chair to

review, with other members, the remaining candidates interviewed on 6 December 2019 and recommend a suitable appointment. After reviewing the skills mix of the board, the Panel agreed that Peter Brooks would be the most suitable nominee, due to his experience in commercial, education and not-for-profit sectors. This proposal was approved by governors by correspondence on 23 January 2019, appointment being subject to the usual checks.

18/7/12 Finance Report (Period 2) and Autumn Term Re-forecast

12.1 The Executive Director of Finance and Resources (EDFR) presented the report which had been considered and recommended to Governing Body by FEGP Committee. Governors noted that:

- i) **Cash position** – the College had started the year with a better cash position than the budget approved in July 2018.
- ii) **Income** – was close to target and there would be the opportunity to address some under-recruitment in HE via other income routes.
- iii) **Staff pay** – the College was below budget on pay as not all posts in the new curriculum leadership structure had been filled at the start of the year.

12.2 Governors commented as follows.

- i) **Lennartz** – it was noted that the current cash position included provision for payment of back VAT being challenged with HMRC. The EDFR reported that HMRC had been successful at tribunal in defending a leading case. She had requested a review of the College's case by Deloitte in the light of this.
- ii) **Reporting periods** – governors queried why the board was receiving Period 2 accounts as it seemed too early for an autumn re-forecast. The EDFR said that reporting to governors would normally be quarterly but Period 3 accounts had not been ready for the Finance, Employment and General Purposes (FEGP) Committee meeting on 14 November. This would be addressed in meeting schedule for 2019/20 and by sharpening processes to reduce the amount of time taken to produce management accounts.
- iii) **Confidentiality** – governors challenged the rationale for the paper being marked confidential. The EDFR said that she would normally expect management accounts to be confidential as there was a competitive market for education and training including private commercial providers. Therefore, information on the College's current operating position was potentially commercially sensitive. Governing Body asked the Search, Remuneration and Governance Committee to review the board's policy on confidential papers to ensure it maintained an appropriate balance between transparency and stewardship.

Clerk/SRG 11 Feb
Cttee 2019

12.3 Governors received the report requesting feedback from SRG Committee on confidentiality and the meetings schedule for 2019/20.

Clerk/SRG 27
Cttee March
2019

18/7/13 Annual Report of the Audit and Risk Assurance Committee

13.1 In preparation for considering the annual Financial Statements for 2017/18, the Chair of Audit and Risk Assurance Committee presented the Committee's annual report, which had been

approved by the Committee at its meeting on 3 December 2018. The report would be shared with the Financial Statements' Auditors and would be sent to ESFA.

Governing Body welcomed the assurance in the report including the opinions of the Committee that, on the basis of its work during the year,

- The Committee had operated effectively during the period and had discharged all the responsibilities set out in its terms of reference.
- The College's assurance arrangements remained adequate and effective during 2017/18.
- The College's governance framework remained adequate and effective during 2017/18.
- The College's risk management and control processes for the effective and efficient use of resources remained adequate and effective during 2017/18.
- The College's arrangements for securing the solvency of the institution and the safeguarding of its assets remained adequate and effective during 2017/18.

Governing Body received the report noting the significant work done by the Executive Team in 2017/18 to address the request made by Governors in December 2017 for improvements to the Strategic Risk Register. Governors noted the report and the supporting evidence provided including the Annual Internal Audit Report 2017/18, provided by Grant Thornton.

18/7/14 Regularity Audit Self-Assessment Questionnaire

- 14.1 The EDFR presented the Regularity Audit Self-Assessment Questionnaire for 2017-18, which had been reviewed and recommended to the board by the Audit and Risk Assurance Committee and Finance, Employment and General Purposes Committee at their joint meeting on 3 December 2018.
- 14.2 Governors noted that the College's responses in the Questionnaire were more comprehensive than last year across all areas to be assessed. The Chair requested further clarification on the reporting to governors of settlements made with employees and the Executive Director of HR and Organisation Development agreed to provide clarification before sign off.
- 14.3 Governors were satisfied by the assurance provided in the questionnaire that the College had fulfilled its responsibilities in respect of regularity, propriety and compliance in 2017/18 and to date. Subject to the clarification requested by the Chair, Governing Body authorised the Chair of Governors and Accounting Officer to sign the questionnaire on behalf of the Corporation.

EDHR&O 21 Dec
D 2018

18/7/15 Financial Statements' Auditor's Audit Highlights Memorandum and Management Letter

- 15.1 The Executive Director Finance and Resources presented the report, which had been considered in detail by Finance, Employment and General Purposes Committee and Audit and Risk Assurance Committee at their joint meeting on 3 December 2018. She reported that since that meeting, the College had provided

management responses to the audit recommendations in Appendix 3 of the Memorandum, which had been agreed by auditors.

- 15.2 Governors received the report, noting the following in particular.
- the Financial Statements and Regularity audit had been conducted and completed according to the strategy approved by the Audit and Risk Assurance Committee and in line with the fees approved by the board on 16 July 2018.
 - the Financial Statements' auditors were comfortable with the outcome of the College's negotiations with its lenders to amend the covenants attached to its long term loans.
 - the auditors were satisfied that the risks identified in the audit were entirely consistent with those in the audit plan and had issued an unmodified Auditor's Report.
- 15.3 The Chair of Audit and Risk Assurance reported that the feedback he had received from auditors was that the audit process had gone smoothly. Auditors had been highly positive about the progress that the College Finance Team staff were making to improve processes and the A&RA Committee Chair commended their work.
- 15.4 Governing Body noted the report, welcoming the external assurance provided by the Financial Statements Auditors that
- the auditor were satisfied that the College had prepared the accounts appropriately within an acceptable level of materiality in respect of all transactions
 - the auditors were satisfied that the College had applied its income for the purposes identified by Parliament as part of the Post 16 Audit code of practice.

18/7/16 Letters of Representation and Letters of Support to be signed and provided to the Financial Statements' Auditor by the College

- 16.1 The Board received the Letters of Representation and Letter of Support for Sparks Solutions Ltd that the College had been asked to approve and authorise for signing. The letters had been considered by the Audit & Risk Assurance Committee and Finance, Employment & General Purposes Committee at their joint meeting on 3 December and recommended that the tests for providing support to a wholly owned subsidiary companies had been met.
- 16.2 Governing Body approved and authorised the Chair to sign, on behalf of the Corporation:
- i) the letter to the Financial Statements Auditors confirming that Governors were satisfied with the process of preparing the financial statements for the year ended 31 July 2018, and
 - ii) a letter of support for Sparks Solutions Ltd, confirming that, for at least the next 12 months, the Sheffield College would provide financial and cash resources as needed to support the company's going concern status.

It was noted that the signed letters would be submitted to the Financial Statements' auditor.

Chair/
Clerk

19 Dec
2018

18/7/17 Report of the Members of the Corporation and Financial Statements for the 12 month period from 1 August 2017 to 31 July 2018

17.1 The EDFR presented the Report, noting that it had been reviewed and recommended for approval at a joint meeting of the Finance, Employment and General Purposes Committee and Audit and Risk Assurance Committee on 3 December 2018.

17.2 Governors received the report and commented as follows:

- i) A number of senior leaders had contributed to the narrative in the Members Report and this had strengthened the quality and relevance of the Report.
- ii) The report confirmed that the College's bank covenants had been re-negotiated and governors were comfortable with the Corporation's status as a going concern;
- iii) Student Charitable Trust – it was recommended that the Trustees be asked to report to governors on the current purpose and use of the Trust as it appeared to have had little call on its resources in 2017/18.
- iv) All governors needed to understand the annual reports and accounts and be comfortable with what they were approving. It was suggested that the Governor Training Plan should include some peer to peer training on the technical language and requirements of the reports to ensure that they were fully briefed.

Clerk March 2019

Chairs of A&RA and FEGP July 2019

17.3 On recommendation of the A&RA and FE&GP Committees, Governing Body agreed to authorise the Chair of Governor and Acting Chief Executive to sign the Financial Statements for the year ended 31 July 2018 for submission to the ESFA by 31 December.

Chair and CE/P 31 Dec 2018

18/7/18 Strategic Risk Register update and Assurance Map

18.1 The Chair of Audit and Risk Assurance Committee presented the report explaining

- i) The report was a summary of the College's key risks.
- ii) The Committee had commissioned and approved this summary of the top 10 risks as the foundation of its assurance map.
- iii) The assurance map would be the Committee's equivalent of a Key Performance Indicators sheet.
- iv) The Committee had commended the work done by Executive Team to redevelop the expression and management of risk, in parallel with the College Improvement Plan.
- v) The work was a significant improvement on what had been in place when the new Executive Team had arrived.

18.2 Governors welcomed that the report highlighted the College's highest risks. It was commented that the Assurance Map seemed relatively inward looking. It was suggested that the volatility of the external environment should be one of the College's top four or five risks in its own right. The EDFR said that the report did not include the whole Strategic Risk Register and the Executive Team would look at the rating and management of external risks as part of its

monthly review of the Risk Management.

- 18.3 Governing Body noted the update and the Assurance Map, on the recommendation of Audit and Risk Assurance Committee

18/7/19 Estates Strategy 2018 – 2021

- 19.1 The EDFR presented the report explaining that it was work in progress to support a new accommodation strategy.
- 19.2 Governors commented that the report highlighted under-utilisation of both the Hillsborough and Peaks campuses. Governors asked when they would have an opportunity to consider the Executive Team's proposals for how the estate could be better used. The CE&P said that the accommodation strategy would be discussed by relevant committees – FE&GP Committee had oversight of the strategies for Estates and Accommodation; TLQ&SE Committee would normally consider proposals for significant changes to the accommodation of curriculum provision. It was noted that TLQ&SE Committee had already started discussing the optimal location for providing an improved learning environment for A Level provision. The level of authority for approving capital/revenue expenditure on accommodation was determined by the levels in Financial Regulations.
- 19.3 Governing Body received the report and agreed that Governing Body should review the proposals arising from the Executive Team work in the accommodation strategy at its meeting on 10 July, in parallel with the next three year plan.
[John Timms left the meeting]

Exec. Team July 2019

18/7/20 Capital investment programme update 2018/19

- 20.1 The EDFR presented the report which set out how the College was spending the monies allocated for capital investment in the 2018/19 budget approved in July 2018. The projects included in the programme were those agreed as addressing the most pressing strategic needs. However the plan had also aimed to ensure that each area received some funds to invest in improving the student experience. Progress on the projects was being monitored by the Capital Works Monitoring Group (CWMG), an executive group comprising representatives from Curriculum, IT, Finance and Estates departments, that was meeting weekly and.
- 20.2 Governors considered the report as follows:
- It was noted that the College did not normally receive separate funding for capital investment and that its options in the 2018/19 budget had been limited. It was commented that the proportion of the budget being allocated for capital investment seemed relatively low. The EDFR said that the College also had a maintenance budget to sustain the College estate but the combined investment was nevertheless relatively low compared to the sector and Executive Team were aware of this.
 - The three year plan proposed that the College would be able to allocate a higher amount to capital investment in the third year of the plan, or earlier depending on performance.
- 20.3 Governors noted the report.

- 18/7/21 Audit and Risk Assurance Committee and Finance, Employment and General Purposes Committee**
- 21.1 Governing Body noted the unconfirmed minutes of the joint meeting on 3 December 2018. All the items for Governing Body approval had already been covered earlier in the meeting
- 18/7/22 Audit and Risk Assurance Committee**
- 22.2 Governing Body noted the draft minutes of the meeting on 3 December 2018. There were no items recommended for approval by Governing Body. The Committee had approved proposals to commission external assurance to meet an outstanding requirement of registration with the Office for Students.
- 18/7/23 Finance, Employment and General Purposes Committee**
- 23.1 Governing Body noted the minutes of the meeting on 14 November 2018 and
- i) confirmed approval of items highlighted in the summary not covered in the agenda as follows:
- Minute 18/4/16 refers: Staff pay award 2018/19**
Executive Team's proposals for proceeding with negotiations with recognised Trade Unions once negotiations on the 2017/18 pay award had been concluded.
- ii) Governing Body noted that the Committee had approved the following item:
- Minute 18/4/18 refers: Options appraisal of subsidiary companies** - The Committee had asked the Executive Team to undertake further work to scope and cost a detailed proposal.
- 18/7/24 Teaching, Learning, Quality and Student Experience Committee**
- 24.1 Governing Body noted the minutes of the meeting on 28 November 2018. There were no items recommended for approval by Governing Body. It was noted that one item considered by the Committee had not been included on the agenda for full Governing Body as follows:
- i) **Minute 18/2/12 refers: Complaints Annual Report 2017/18**
The Committee welcomed the assurance that there were significant improvements to data collection for complaints in progress. Members noted the report and, given the reservations about the reliability of the data, recommended that senior managers review with the Clerk whether to present this to Governing Body
- 18/7/25 Application of the Corporation Seal**
- 25.1 Governing Body noted that the seal had been applied to the following documents:
- i) Letter of Variation between Barclays Bank and The Sheffield College amending the loan facility dated 15 January 2008, and subsequently amended from time to time, (sealing register reference 190).
- ii) Certificate attaching to constitutional documents required by Barclays Bank in connection with the execution of the Letter of Variation between the Bank and The Sheffield College

amending the loan facility dated 15 January 2008 and amended from time to time (sealing register reference 191).

- 25.2 Governors noted that In both cases, the seal was authorised by Seb Schmoller and Angela Foulkes on the authority of Governing Body given at its meeting on 24 October 2018.

18/7/26 Review of meeting and closing remarks

- 26.1 Governors commented on the meeting as follows.
- i) It was noted that discussions about different aspects of the College's apprenticeship provision appeared on the minutes of all the Committees and it was suggested that the Search, Remuneration and Governance Committee should consider how the board could address a complex issue in the round. The CE&P said that there would be a presentation on apprenticeship quality and business development at the Strategy Event and detailed discussion on the quality dimension and progress at TLQ&SE Committee on 30 January 2019.
 - ii) It was commented that the agenda and discussion had not reflected the College's highest strategic priority to improve the quality of teaching, learning and the student experience, though it was also noted that the December meeting has of necessity to concentrate on annual and statutory reports and approvals. Governors resolved that this should be addressed in the current Cycle of Business for the March and July meetings to give sufficient discussion time for and focus on teaching and learning issues by the full Governing Body.
 - iii) The Chair said that he had completed the consultation on how board papers would be circulated in future. The outcome of the consultation was that a number of members had made suggestions about how to move to electronic distribution of papers and some members were prepared to move to receiving PDF papers. A subset of members still require printed papers and they would continue to receive these. The distribution date for circulation of agenda and papers would be the date the PDF was sent to members. The printed board packs would follow once they had been produced by reprographics. SRG Committee would take feedback from governors and review this approach at its June meeting.

18/7/27 Date of next meeting

Strategy Event – 23 January 2019 starting at 14.30 with dinner in the Silver Plate Restaurant from 18.30

Wednesday 27 March 2019 08:30 – 10:30, Boardroom, City Campus

Wednesday 12 June 2019 08.30 – 16.30 Governing Body 'Away Day'

Wednesday 10 July 2019 08.30 – 10.30, provisionally booked for the Attics, Peaks Campus (*subject to timetable for early enrolment*)

18/7/28 Papers circulated to Governing Body for information

Members received copies of the following papers for information:

- Equality Diversity and Inclusion Board – minutes of the

- meeting held on 8 November 2018
- Health and Safety Committee – minutes of the meeting held on 13 June 2018
- Cycle of Business approved by Governing Body 16 July 2018 - for reference purposes

End