

**Date:** 27 March 2019

**Venue:** The Attic, Peaks Campus, the Sheffield College

Clerk to the Corporation

Granville Road

Sheffield, S2 2RL

Tel: 0114 260 2620

Email [alison.shillito@sheffcol.ac.uk](mailto:alison.shillito@sheffcol.ac.uk)

**Present:** Seb Schmoller (Chair)

Gwyn Arnold

Jay Bhayani

Peter Brooks

Scott Ellis

Ian Falconer

Angela Foulkes

Beri Hare

Shelley Hemsley

Chris Linacre

Saleem Rashid

John Timms.

**In  
attend-  
ance**

Andrew Hartley, Commercial Director

Kate Platts, Executive Director of Finance and Resources (EDFR)

Alison Shillito, Clerk to the Corporation

Paul Simpson, Executive Director of HR and Organisation Development (EDHROD)

Anita Straffon, Deputy Chief Executive (Curriculum, Quality and Assessment) (DCE CQA)

**Action by  
whom when**

**19/1/01 Welcomes and apologies for absence**

1.1 The Chair welcomed Peter Brooks, Shelley Hemsley and Scott Ellis (recently nominated student governor) to their first meeting of Governing Body.

1.2 Apologies for absence were received from Stephen Betts, Richard Calvert, Stephan Hollingshead and Kim Streets.

1.3 The Chair drew governors' attention to the following:

- i) The agenda order had been changed to move committee chairs' reports to the beginning of the meeting. This change had been made partly in response to the feedback in December that Governing Body needed to allocate more agenda time to teaching and learning issues (minute 18/7/26ii refers).
- ii) Agenda item 6 was marked confidential in error and was an open item.
- iii) Three items 'for information' listed at the end of the agenda had been circulated to keep governors informed on current issues relevant to the board, including an Internal Audit Review report on the data presented to governors.

**19/1/02     Declarations of Interest**

- 2.1 The Board noted the standing declarations of interest by staff governors including the Chief Executive and Principal. In addition, the declaration of Scott Ellis (student governor) as a student of the College.
- 2.2 In response to these declarations, Governing Body agreed that elected staff and student governors would be required to withdraw for agenda items 12 and 17 and Senior Post Holders, other than the Clerk, would be required to withdraw for agenda item 17.

**19/1/03     Minutes of the meeting held on 19 December 2018**

The minutes of the meeting on 19 December were approved as an accurate record subject to the following amendment – minute 18/7/27 should state that the meeting of Governing Body on 10 July 2019 would be held in the Boardroom at City Campus.

**19/1/04     Matters arising and Action Record**

- 4.1 Governors were satisfied that all matters arising had been included either on the current agenda or the Action Record. Governors considered the matters arising from previous meetings, not otherwise on the agenda, as follows.
- 4.2 Minute 18/1/10 refers: Succession planning for Chair of Governors  
The Chair of Search, Remuneration and Governance (SRG) Committee reported that the Committee would be developing proposals and asked for the due date to be amended to June 2019. Governors agreed this but asked for this to be prioritised with a view to a Chair Designate being identified by early 2019/20.
- 4.3 Minute 18/4/6.2 refers: Employee Engagement Survey  
Members asked the EDHROD to explain the delay in the survey outcomes being reported to the board, as the survey had closed at the end of February. The EDHROD said that the independent survey company would be supplying the headline results in time for an oral report to the May meeting of Finance, Employment and General Purposes (FEGP) Committee. The timing of the Easter holiday, bank holidays and business reviews constrained the time available for Executive Team members and team leaders to review the detailed data and develop action plans to present with the data, as previously requested by governors. These would be considered by committees in June and, if necessary, at the July meeting of Governing Body.
- 4.4 Minute 18/6/14.2 refers – Health and Safety Training  
The Chief Executive and Principal (CE/P) reported that the College had agreed to resource Sparks Teaching Services Ltd (STS) for its active associates to be paid additional hours to complete mandatory training. This and further action to remove records of inactive associates had improved the training completion rates for STS staff.
- 4.5 Minute 18/7/12.3 refers – Schedule of board/committee meetings 2019/20

The Clerk reported that the schedule had been agreed in principle with Chairs and Vice Chairs and would be circulated to members shortly.

Clerk           29  
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Post meeting note – the meeting dates were circulated to all members on Friday 29 March 2019 and are attached to these minutes.

4.6 Minute 18/7/17ii refers – Sheffield College Students’ Charitable Trust

Members noted that the Executive Team had considered what approach to take to the future management of the Trust and had proposed further work on strengthening the Trust’s board and developing a strategy for income generation for the Trust to ensure it would continue to be available for students who needed financial help to pursue their education if their needs were not met by other sources of funding for student support.

4.7 Governing Body received the Action Record, noted there had been good progress and approved the removal of the items marked as ‘Closed’.

**19/1/05 Minutes of committee meetings**

5.1 **Teaching, Learning, Quality and Student Experience (TLQSE) Committee**

Governing Body asked the Chair of TLQSE Committee to make the first report to reflect the centrality of learning, teaching and assessment to the College’s mission.

5.2 The Chair reported

i) There had been good progress on assuring and improving the quality of teaching and learning. This was evidenced in two presentations to the Committee about the Teaching Observation Scheme. The Committee had identified this as an important teaching and learning development for all governors to be aware of and therefore a summary presentation had been included on the agenda for the current meeting.

ii) The College had improved its position on the English and Maths Condition of Funding for 2018/19, compared to same time last year and there was a clear grip being exerted to ensure students had a compliant study programme, as well as on the data presented to the Board.

iii) The Committee had received some excellent presentations that gave members confidence in the effectiveness and impact of the College Improvement Plan on the student learning and experience. Other governors were most welcome to attend the presentations, which had been moved to the beginning of the meeting to facilitate attendance. Details would be circulated by the Clerk.

5.3 Governing Body noted the confirmed minutes of the meeting held on 30 January 2019 and unconfirmed minutes of the meeting of 13 March 2019. There were no items requiring Governing Body approval.

5.4 **Search, Remuneration and Governance (SRG) Committee**

The Chair of SRG Committee reported as below.

i) The Committee had reviewed the membership report including the Chair of Governors’ report on appraisal meetings with governors coming to the end of their term of office. The process had been useful, enabling the Committee to recommend two governors for re-

appointment (minute 19/1/14 refers) and identifying an upcoming vacancy.

ii) The Committee had noted that a number of committee chairs and vice chairs would be coming to the end of their normal maximum term in July 2020. To address this, the Committee would be prioritising skills and experience of chairing boards in its search activities as well as highlighting to current members opportunities to develop these skills.

iii) The Governor Self-Assessment policy had been referred to the Chair of Governors and Clerk for further work and the resulting self-assessment tool would be circulated to all governors to participate in the annual review in May 2019.

5.5 Governing Body noted the minutes of the meeting on 11 February 2019. It was further noted that items recommended for Governing Body approval were all included on the agenda for the meeting.

#### 5.6 **Finance, Employment and General Purpose (FEGP) Committee**

In the absence of the Chair and the Vice Chair, the Chief Executive and Principal reported.

i) The Committee had spent a greater proportion of its time than previously on staffing matters, supporting the Executive Team's efforts to review College employment policies and those of the wholly owned subsidiary companies within the College group.

ii) The Committee had completed its annual review of fees and charges policy earlier than in previous years so that enquirers and potential students would early information on course fees and what they included in good time to apply for study in 2019/20. There had been only minor changes to the Policy previously approved by Governing Body, with no implications for the College's educational character and therefore FEGP Committee had approved the update.

iii) It was noted that the provision of a data dashboard for governors to review FEGP KPIs had been postponed to the end of June 2019, so that the College's software development capacity could be applied to finalising the teaching and learning data dashboards for managers.

5.7 Governing Body noted the minutes of the meeting on 6 March 2019 and endorsed the Committee's decision to approve Tuition Fees and Charges Policy for 2019/20 without further reference to the board (minute FEGP/19/1/14 refers). It was further noted that other items recommended for Governing Body approval were included on the agenda for the meeting.

#### 5.8 **Audit and Risk Assurance (ARA) Committee**

The Chair reported that the most recent meeting had focused on receiving assurance reports from its newly appointed Internal Audit service provider. Members had been encouraged by the timeliness and quality of the reports (evidenced in the progress summary circulated to Governing Body with the ARA minutes). ARA Committee had recommended two reports in particular for the attention of other governors:

- Internal Audit Review (IAR) of Data Assurance – had been circulated to all governors with board pack for this meeting. The report was relevant to all governors as it gave substantial assurance that the changes made by the Executive Team, supported by governors’ requests for more robust and relevant data, were having a positive impact on the quality and accuracy of the data that governors were receiving.
  - IAR of Estates Management – the Committee had commended this report to FEGP Committee, which was responsible for oversight of the performance and development of the College’s estates and accommodation strategies.
- 5.9 The Committee had identified some overarching themes from the IAR reports, including instances where compliance with internal controls was not good enough. Governors commented that the control environment had to be manageable so that compliance was not unduly onerous. This was part of the rationale for reviewing and rationalising the whole suite of College policies and procedures.
- 5.10 Governing Body noted the unconfirmed minutes of the meeting on 25 February 2019 and that no further items in the minutes required approval.

**19/1/06 Report of the Chief Executive & Principal**

- 6.1 The Chief Executive and Principal (CE/P) presented the report, which was considered by governors as follows.
- 6.2 **Engagement with MPs** – the CE/P reported that she and the chair had invited MPs to a breakfast meeting to discuss the issues that were affecting the College’s capacity to meet the needs of their constituents. The CE/P would be providing hosts and guests with key facts and briefing prior to the meeting to equip the MPs for Parliamentary debates and questions.
- 6.3 **Apprenticeship funding** – governors were concerned by the messages from ESFA that there would be no growth in funding for non-levy apprenticeships from April 2019 following earlier statements indicating there might be opportunities to make a business case for additional funding. Given the College’s success in recruiting apprentices, members asked how the College was handling the funding statements and changes.
- 6.4 The CE/P said that the College would benefit from the ESFA decision to fund apprentices enrolled above its allocation before 31/3/2020. The College had taken some apprentices above its allocation but had been careful to ensure that quality of training would not be compromised if they were not funded. The College had stopped recruiting earlier than planned after it had exhausted its allocation (in 2018/19), which was disappointing for some young people and potential employers. To help satisfy this demand, the College was encouraging levy paying employers to use or transfer their unused levy funds to SMEs in their supply chain or elsewhere in the region.
- 6.5 Governors said the tactics around recruiting to plan were a matter for the Executive Team but given the clear signals from the ESFA that funding of over-recruitment would not continue from 1 April 2019, they would advise caution in the new funding period. Governors looked forward to the ESFA fulfilling its promise to develop a different method of funding non-levy apprenticeships as the current method was not

meeting the needs of many young people nor SMEs in the Sheffield City Region.

#### 6.6 English and maths condition of funding

Governors welcomed the data showing the College had improved its performance in meeting the condition of funding earlier in the year. Governors also welcomed the assurance from the DCE CQA that the College was working to personalise learning in English and maths for students. The student governor asked what the College could do to give students more choice about the English and maths qualifications they studied. The DCE CQA said that students with prior attainment of GCSE grade 2 and below could choose which level 2 qualification would be most appropriate for them and from 2019/20 would be able to cease study of English and/or maths once they passed a Level 2 Functional Skills qualification. The College worked with these students to help them choose the best route for them, depending on their prior attainment and career aspirations. Students with a grade 3 GCSE in English or maths were required by the condition of funding to study GCSE. The College's strategy was to make this study as useful and rewarding as possible, so even if students did not achieve the end qualification they could see progress in their skills development.

#### 6.7 Governor Engagement Plan

The CE/P encouraged governors to complete and submit their feedback from governor engagement activities. This was collected centrally so that Executive Team could coordinate actions arising and to enable the review of the first year of the plan. Members asked if there could be some mechanism for thanking the staff directly. It was agreed that the Clerk would distribute College 'Thank you' cards to governors to use.

Clerk April  
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- 6.8 Governing Body thanked the CE/P for her thorough account and noted the report.

### 19/1/07 Board Key Performance Indicators and College Improvement Plan Update: Period 6 2018/19

- 7.1 The EDFR presented the financial and health and safety indicators. Given the red rag rating for pay costs, members challenged accuracy of forecasting. The EDFR said that some of the projected overspend was due to an error in the original budget, previously reported, where SMS Ltd pay costs had been included in the non-pay budget. This error was counter-balanced by an equivalent underspend on non-pay. In addition, since the data had been produced, there had been a further round of business review meetings in which the Executive had challenged the forecast for expenditure on agency teaching and this was having a positive impact. As a result, the EDFR was expecting to present substantially improved data for P8 to the FEGP Committee meeting on 1 May 2019.
- 7.2 Regarding the Teaching and Learning KPIs, it was noted that these had been scrutinised in detail at the TLQSE Committee meeting in March. There were positive signs that the College was in a better position than 2017/18 in terms of the number of in-year achievements already claimed. The Committee looked forward to further information on forecast achievement at its next meeting. It was noted that the data governance information had been included on the main KPI sheet as requested at the last meeting although some of the definitions needed

checking for accuracy so that they properly aligned to the data.

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- 7.3 In response to a query about HE student retention, the CE/P said that the College was taking HE retention seriously with investment in dedicated HE study facilities and additional Tutor-Mentor support. The fall in retention was mainly due to students not progressing from first to second year. In addition, the College had a small number of HE students on some courses, which meant that one or two students leaving had a significant impact on the data pertaining to the particular course. The improvements to HE this year had been targeted at improving first year induction to give students a smoother transition to HE study, which in turn should support better progression to second year in September 2019.
- 7.4 Governing Body noted the report and the continued improvements being made to corporate KPI information and reports.

**19/1/08 Presentation – Teaching and Learning Observation Scheme update**

- 8.1 The DCE CQA gave a presentation on the outcomes of the Teaching and Learning Observation Scheme. She summarised the findings of the new College scheme (taking into account observation judgements and the Teacher on a Page Scorecard) as indicating that about a quarter of lessons required further improvement to be judged as providing a good learning experience. This finding correlated closely with the results of the external observation scheme that the College had commissioned using Strategic College Improvement Funds. The close correlation gave the College Executive Team confidence that the judgements generated by the internal observation scheme were reliable.
- 8.2 As a result of these findings, the College had issued support plans to relevant staff and their performance against the plans was being closely monitored. In addition, the analysis of the findings, by faculty and thematically, was being used to provide tailored CPD materials and interventions to individuals and different staff groups.
- 8.3 Governors challenged senior managers to provide more assurance that judgements were accurate and the interventions were having a positive impact on the quality and consistency of student learning. The DCE said that in addition to the assurance provided by the external observations, the new framework:
- used best practice from colleges that had improved their teaching quality to good or outstanding. Colleagues from those colleges had trained and mentored TSC observers, to ensure they were working to a consistent, high standard, and brought practical suggestions for improving practice.
  - looked at teacher performance in the round (including the impact of teachers' practice on students in terms of student attendance and achievement) so was more likely to generate an accurate assessment of performance rather than just relying on classroom observation in isolation;
  - was followed up with revised performance management procedures that included detailed, constructive feedback; targeted CPD to support staff to implement the improvements required; and a higher expectation of the pace of improvement

so that the changes would have a positive impact on student learning more quickly.

- 8.4 A governor asked how current performance compared against sector benchmarks for a GFE college rated by Ofsted as 'good' or 'outstanding'. The DCE said there was no sector standard, as colleges measured teaching quality in different ways. The College was working with outstanding colleges to ensure it was measuring itself against best practice. To be judged as 'good' a college ideally needs to have at least 85% of its teaching staff rated as 'good' or 'outstanding' teachers, with a strategy that constantly strives for 100%. Governors endorsed the College Executive setting ambitious targets for excellent teaching that facilitates the best outcomes for our students.
- 8.5 Governors welcomed the improvements being made in assessing teaching quality but more importantly the significant investment that the College was making to equip staff to improve their practice so that their teaching had maximum impact on student motivation, learning, and achievement.

#### **19/1/09 Partnerships Report**

- 9.1 The Commercial Director presented a confidential report summarising the College's current partnership arrangements with employers, key stakeholders in the Sheffield City Region (such as the LEP, Sheffield City Council and Chamber of Commerce), subcontractors and Higher Education partners. It was noted that the College had recently launched an External Stakeholder Reference Group, chaired by the Chair of Governors and feedback from the first meeting had been positive.
- 9.2 Governors noted that the College's profile of apprenticeships had shifted towards more apprentices with larger employers. It was commented that small and medium enterprises represented a significant proportion of the Sheffield City Region economy and would be essential to the College's work experience strategy. The College's employer engagement activities needed to ensure that they reached employers of all sizes.
- 9.3 Governing Body noted the update.

#### **19/1/10 Learner voice and engagement update**

- 10.1 The DCE: CQA presented the report and highlighted:
- The action being taken response to the findings of the QDP Induction Survey to improve the student experience for current and future students.
  - The implementation of new student representation structures to develop a dialogue with students that captured feedback on what students appreciate about the College as well as dissatisfaction and gave feedback to them on the action taken in response – 'you said, we did';
  - That there was further work being done on ensuring that apprentices had effective routes into student voice activities and structures.
- 10.2 Governors noted the report and welcomed the progress the College was making in engaging with students and following up their feedback. In particular, governors welcomed the additional support to re-engage



students in Students' Union activities resulting in representative groups at campus and college level and new student governors being nominated. Governing Body looked forward to receiving nominations for student governors for 2019/20 resulting from the May Students' Union elections.

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## 19/1/11 **People Strategy**

- 11.1 The EDHR&OD made a presentation on the changes to the HR policies and procedures made since his arrival at the College last year. In particular the EDHROD highlighted:
- The changes to the Single Central Record, which had led to the transformation of systems for staff criminal records checks and mandatory training that underpinned effective safeguarding of students.
  - The development of a suite of HR KPIs, which were now regularly monitored by FEGP Committee.
  - The ongoing review of the College's HR policies to ensure they were effective in supporting the College Improvement Plan – e.g. Go Further Review; performance management and managing staff absence.
  - The next steps would be reshaping roles to ensure they would support the new curriculum plan and excellent student learning.
- 11.2 Governors commented on the importance of maintaining staff morale during organisational change and asked if there was any feedback from the Employee Engagement Survey. The EDHROD said that the response rate to the survey was 78%, which was the highest response rate the College had received to a college-wide staff survey. The initial results were awaited from the survey provider and were expected in time to provide an initial update to FEGP Committee at its May meeting.
- 11.3 Governing Body noted the presentation and looked forward to receiving the progress report on the first year of the College Improvement Plan for HR at the June Governor Strategy Day, with proposals for future developments. The EDHROD agreed to circulate the slides to governors after the meeting.

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## 19/1/12 **Equality, Diversity and Inclusion – Annual Report 2017/18**

- 12.1 The Chief Executive and Principal presented the report, noting that it included the College's annual report on Gender Pay Gap which had improved. The report included more information on the diversity profile of students than previously. Improved profile information was enabling the College to spot differences in performance of groups sharing different protected characteristics, set smarter equality objectives and design targeted interventions. There was still more to be done on collecting full diversity information on the College's staff and this remained an objective of the EDI Board.
- 12.2 Governors asked about the use of the word 'sex' in the report rather than 'gender'. The CE/P said that the College had adopted the Equality and Human Rights Commission categories which used 'sex' to denote an individual's legal sexual identify, used for monitoring the laws against sex discrimination, whereas 'gender' was used to reflect an individual's personal view of their sexual identity. In future the diversity profile would also be asking staff and students to identify if

their sex was still the same as it had been at birth, to identify the number of trans people in the College's population and explore with them how the College meets their needs.

- 12.3 Governing Body approved the objectives and noted it was a considerable improvement on last year's report. Governors welcomed the actions to make further improvements to strengthen practice and reporting in future.

### **19/1/13 Governor Training Plan 2018/19**

- 13.1 The Chair of Search, Remuneration and Governance Committee presented the report. It was noted that with the recruitment of several new governors, the emphasis this year had been on strengthening induction. There would be further training and briefing in the summer term and the Committee would review the plan at its June meeting to inform future activities in 2019/20.
- 13.2 Governing Body approved the Plan.

### **19/1/14 Governor appointments**

- 14.1 The Clerk presented the report of the SRG Committee. Governing Body determined the actions arising as follows.
- i) Governing Body formally noted the resignation of Jane Jones on 7 January 2019 and endorsed the decision, taken by correspondence, to appoint Peter Brooks as a governor with effect from 23 January 2019 for an initial term of two years, terminating on 22 January 2021, at which time Peter would be eligible for re-appointment for a further term of two years.
  - ii) Governing Body approved that Gwyn Arnold be re-appointed for a further term of two years, terminating on 31 July 2021, at which point Gwyn would be eligible for re-appointment for a term of up to four years.
  - iii) Governing Body approved that Dr Beri Hare be re-appointed for a further term of two years, terminating on 31 July 2021, at which time Beri would be eligible for re-appointment for a term of up to four years.
- 14.2 Governing Body noted that Jay Bhayani would reach the end of her term of office in July 2019 and would be standing down. Governors thanked Jay for her service to the College and endorsed the search strategy proposed by SRG Committee.

### **19/1/15 Finance Report – Period 5 Management Accounts**

- 15.1 The EDFR presented the report, which had been scrutinised previously by the FEGP Committee.
- 15.2 Governors noted the report and in particular that:
- income for the period and the end of year forecast were in line with budget;
  - the forecast for pay expenditure was lower than budget due to a reduction in pension provision (a non-cash item). Governors endorsed the proposal to transfer pay savings to non-pay expenditure to accelerate work on estates projects that had been prioritised in order to support improvements in teaching quality and the student experience;

- banking covenants had been met at 31 December 2018 and were forecast to be met for the remainder of the financial year.

#### **19/1/16 Strategic Risk Register update**

- 16.1 The EDFR presented an extract of the College's Strategic Risk Register showing the five risks with a high residual risk status and the ten risks with high control assurance.
- 16.2 Governors noted the following changes to the Strategic Risk Register.
- Seven new risks had been added to the register and one removed as it crystallised into an issue.
  - The column indicating the Executive risk owner for each risk had been updated to staff changes in the Executive Team.
- 16.3 A governor asked how the College managed the risks of local competition 'poaching' students or setting up competing provision. The EDFR said that competition for students was an ongoing reality rather than a potential strategic risk. The College managed this through the business planning process, to ensure that provision was appropriate to the needs of employers and potential students, and sensitivity analysis of its income and recruitment forecasts.
- 16.4 Governing Body noted the report.

#### **19/1/17 Sheffield City Region Skills Capital Bid**

- 17.1 The Commercial Director presented the confidential report, updating governors on the progress of the College's bid to the Sheffield City Region Local Enterprise Partnership for capital funding for a new Digital Engineering Skills Network.
- 17.2 Governors noted that the timetable for considering the bid had been put back due to changes at the LEP Board and the membership of its Skills Committee. The impact of this was that successful bids would not be brought forward for formal approval by the Combined Authority until July 2019, after the last Governing Body meeting of 2018/19.
- 17.3 Governors endorsed the College's bid, which had been developed collaboratively with employers and would build capacity for students and apprentices in an area of new technology that was important for engineering firms in the region. Governors said that it was an example of the type of collaborative working with the LEP and employers that they wished to encourage the College to pursue.
- 17.4 Recognising the timing issues in the approval process, Governing Body approved that, should the bid be successful, authority was delegated to the Chair and Chief Executive and Principal to execute documents on behalf of the College outside formal committee/board meetings, as required to secure the funding and start the work as soon as possible.

#### **19/1/18 Chair's action**

- 18.1 Governing Body noted the following action taken by the Chair on behalf of Governing Body.
- 18.2 As the sole shareholder of the College's subsidiary companies, the Chair approved the following nominations on behalf of Governing Body.
- i) Sparks Teaching Services Ltd – appointment of Anita Straffon as a company director.

- ii) Sparks Solutions Limited – appointment of Paul Simpson as a company director.

**19/1/19 Review of meeting and closing remarks**

- 19.1 Members commented on the timing of the meeting as some of the items at the end had felt rushed:
- Members welcomed the increased focus on teaching and learning and HR/staff issues.
  - The move of Committee Chairs’ reports to the beginning of the meeting was useful in clarifying prior consideration of items on the agenda by the committee. It was the first run of this agenda structure and reports had taken longer than planned. It was suggested that chairs might provide a summary cover sheet highlighting the most important issues, linked to the KPIs, to make their oral reports more succinct.
  - The time taken to review the Action Record should be reduced by the Clerk presenting this rather than the Chair going through each item individually.
- 19.2 The Chair agreed to consider the feedback in planning the agenda for the next meeting.
- At 10.23 the staff and student governors withdrew from the meeting for consideration of changes to employment policies and Senior Post Holder salaries.

**19/1/20 Summary of changes to employment policies**

- 20.1 The EDHROD presented a confidential report, a summary of the changes being made to the College’s employment policies or that were currently the subject of further consultation with staff.
- 20.2 Governors supported the Executive Team’s review of the purpose of the subsidiary companies and the terms and conditions of employment they should offer to staff. The matters arising were discussed and are reported in a confidential minute.
- 20.6 Governors noted the report and welcomed the progress that had been made to review and modernise employment policies across the college group. The Board requested a further review of the employment terms and conditions of company staff in 18 months' time (i.e. at the end of 2019/ 2020).

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**19/1/21 Remuneration of Senior Post Holders**

- 21.3 Governing Body noted the report (discussion is recorded in a confidential minute) and approved that the College adopt the AoC Senior Staff Remuneration Code for Senior Post Holder remuneration, on the basis that the College would comply with ‘must’ statements and have regard to ‘should’ statements or explain the rationale for different practice.

**19/1/22 Dates of next meetings**

Wednesday 12 June 2019 08.30 – 16.30 Governing Body Away Day  
Wednesday 10 July 2019 08.30 – 10.30 Boardroom, City Campus