



Date: 12 July 2023

Clerk to the Corporation
Granville Road
Sheffield, S2 2RL

Venue: Boardroom, City Campus

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Present: John Mothersole (Chair)
Matt Ainsworth
Gill Alton
Holly Anderson
Peter Brooks
Ian Falconer
Angela Foulkes
Sam Giove (by videoconference)
Kam Grewal-Joy
Stephan Hollingshead
Sol Miah (by videoconference)
Saleem Rashid (by videoconference)
Paul Senior
Phil Wymer

In attendance: Martin Harrison, Executive Director Finance (EDF)
Andrew Hartley, Executive Director Commercial and Operations (EDCO)
Mark Pearson, Executive Director Strategy and Systems Improvement (ED SSI)
Alison Shillito, Governance Advisor and Clerk to the Governing Body (Clerk)
Paul Simpson, Executive Director People (EDP)
Beth Smith, Executive Assistant, note taker

Action
by whom by
when

23/2/01 Welcome, introduction and apologies

- 1.1 Governing Body (GB) noted apologies for absence from David MacDougall and Amaan Saqlain. The meeting was quorate.
- 1.2 The Chair reported that since the last meeting Solat Chaudhry had resigned from the Board on health grounds.

22/2/02 Declaration of interest

- 2.1 The meeting noted the standing declarations relevant to the meeting business as follows.

Election of Chair and Vice Chair, John Mothersole and Ian Falconer agreed to withdraw for item 3.

Membership update, Matt Ainsworth, Paul Senior, John Mothersole and Peter Brooks in relation to the proposals for re-appointment as a governor in item 9. GB agreed that there was no need for the governors to withdraw but they would not be counted in the quorum nor be able to vote on their own re-appointment.

23/2/03 **Election of Chair and a second Vice Chair**

- 3.1 John Mothersole and Ian Falconer withdrew from the meeting. The Clerk reported on the response to the call for nominations for the election of chair and a second vice chair:
- one nomination for the role of Chair of Governors: John Mothersole nominated for re-election as Chair, proposed by Matt Ainsworth and seconded by Paul Senior
 - one nomination for the role of (second) Vice Chair: Ian Falconer, nominated by Peter Brooks and seconded by Matt Ainsworth.
- 3.2 GB unanimously elected John Mothersole to serve as GB Chair from 1/8/2023 to 31/7/2025 and Ian Falconer to serve as a GB Vice Chair from 1/8/2023 to 31/7/2025.

23/2/04 **Minutes of the last meeting**

- 4.1 GB confirmed the minutes of the meeting held on Wednesday 29 March 2023 subject to the Clerk removing minutes marked "CONFIDENTIAL" into a separate document prior to publication.

23/2/05 **Matters Arising and Action Record**

- 5.1 GB received the Action Record and commented on actions not otherwise on the agenda.
- 5.2 **Minute 22/2/8.2 refers: Employee Engagement**, GB noted that an update on the actions from the 2022 survey and results of the 2023 survey had been presented to FEGP on 26 June. The slide deck was available to all members of the governance portal. GB agreed that this action was completed.

Minute 22/2/13.2b refers: Environmental sustainability benchmarking data, the Clerk reported that the Carbon Reporting Internal Audit Report (IAR) would not be available to Audit & Risk Assurance Committee until Autumn 2023. GB agreed to change the action due date to 4 October.

ACTION: circulate the Carbon Reporting IAR final report to all members as soon as it was available.

Clerk 4/10/23

Minutes 22/3/12.1, 22/3/12.4 and 23/1/4.2: Impact of Reclassification, an additional strategy meeting had been arranged for 13 September. The agenda would include the impact of reclassification and the additional responsibilities for governors as set out in the

Department for Education Letter to Accounting Officers of 29 November 2022 and the Bite Sized guides for Further Education, amongst other things. GB agreed to amend the due dates to 13/9/2023.

- 5.3 GB received the Action Record, agreed that it included all the actions from the December meeting and approved removal of the items marked as 'completed' and those agreed as completed in the meeting.

23/2/06 **Report of the Chair of TLQSE (Teaching, Learning, Quality and Student Experience) Committee**

- 6.1 Gill Alton, Chair of TLQSE reported on the meeting held on 14 June 2023. The main issues highlighted from the meeting were,
forecast achievement for learners on FE study programmes, adult programmes, apprenticeships and higher education
Student survey results and the committee's request for more action to be taken to increase participation of adults in Learner Voice activities
Apprenticeships, assurance on the action the college was taking to ensure that apprentices who were past their planned programme end date were supported to complete their end point assessment as soon as possible.

- 6.2 The Chief Executive and Principal (CEP) reported that since the TLQSE meeting, Ofqual had issued a letter to governors and trustees explaining grading arrangements for the 2023 examinations series for levels 2 and 3 and the return to pre-pandemic grading. Members asked about the impact on individual students who might find their final result lower than expected. The CEP said that the college had been working on prudent forecasting. Young students completing level 3 exams this year had not been assessed by traditional unseen examinations for their GCSEs in 2021. The college had worked hard to prepare them for the challenge of a concentrated period of unseen examinations.

- 6.3 GB received the report and requested the following action.

ACTION: circulate to governors the Ofqual Letter to governors and trustees: Qualification results 2023 of 3 July 2023.

Clerk 31/7/23

23/2/07 **TLQSE Committee: reports for information**

- 7.1 GB noted for assurance the following reports that TLQSE considered at its meeting on 14 June 2023.
- a. QTLA update and projected outcomes 2022-23
 - b. Higher Education (HE) termly update
 - c. Apprenticeship termly update

23/2/08 **Report of the Chair of Finance, Employment and General Purposes Committee (FEGP)**

8.1 Stephan Hollingshead, Chair of FEGP, reported on the meeting of 28 June 2023. The key areas for assurance were as follows.

Peaks consultation had been completed and the college was exploring future use of the campus.

Staff Engagement Survey had been completed and the most significant area for action was to improve communication. FEGP had welcomed the establishment of a staff forum to develop a dialogue with staff on how to make communication more effective.

Sparks Solutions Limited, FEGP had endorsed proposals to write-off the company's debts to the college, accumulated pre-2016, when it had been used as a trading company. The company would become dormant once the remaining staff had transferred to the college.

ACTION: As sole shareholder of the company, GB resolved that college management and company directors should complete transfer of company staff to the college and that the company be made dormant.

SSL 31/7/23
Directors

Health and Safety, FEGP had welcomed the continued increase in "near miss" reporting and how managers were using the information generated to prevent incidents

Draft Budget 2023-24, discussion minutes are recorded below.

GB received the report and the main points discussed were as follows.

8.2 College budget and College Financial Forecasting Return 2023-24

The Executive Director Finance (EDF) presented the draft budget, developed with budget holders through business review. The targets and assumptions were cautious and generated an EBITDA above target. The proposal ensured the college's compliance with loan covenants, would continue to sustain a strong cash position and the pay ratio was below national average for the sector. There was a small deficit in the operating budget which would be balanced once the release of capital grants was considered.

The FEGP Chair said that FEGP had thoroughly scrutinized the draft budget and been assured by the level of detail, sensitivity analysis, comparison with sector benchmark key performance indicators and forecast financial health score. FEGP recommended approval to GB of the budget and College Financial Forecasting Return.

Governors considered the budget and were reassured that the budget was comprehensive and prudent. Regarding the proposed operating deficit, although this would have no impact on the college's financial health score, members said that they expected the Board to set a balanced budget. GB resolved that the operating budget should be reviewed and adjusted to achieve a breakeven position before the release of capital grants.

ACTION adjust the draft budget to achieve a breakeven position before the release of capital grants

EDF 31/7/23

8.3 Estates update and capital projects

GB confirmed that the Peaks Campus consultation had been concluded, there would be no significant changes to the decision taken at on 20 March and it was welcomed that the college was addressing any remaining challenges to enable individual students to continue their programme at a different campus. Members appreciated the concerns expressed by community stakeholders, councillors continued to be concerned about the future use of the site and the city's need to build capacity for post-16 special education, which had been a concern expressed by people supporting children and young people with high needs.

8.4 GB welcomed reports that college leaders were continuing joint working with stakeholders to develop a different operating model for Peaks Campus from September 2024 onwards. It was noted that a new business plan had to be financially viable, with sufficient demand to make it sustainable and address the other issues that had led the decision to cease delivery of the current curriculum. Pending approval of a different delivery model, in 2023-24, Peaks Campus would continue to be occupied by staff and students from two special schools and the college would maintain a staff presence on the site for maintenance and security.

8.5 GB also considered the college's large and complex capital programme. Members asked how the college would ensure that the programme and timescales for use of grants did not overstretch the college's capacity to manage multiple projects. The Deputy Chief Executive said that the college was investing in additional project planning and management resource to ensure that projects were delivered to time and quality. Project managers would also have regard to cost control as inflation continued to erode the value of the capital sums granted or earmarked for investment.

8.6 GB received the report and approved

- a) College budget 2023-24, subject to minor adjustments to set a balanced operating budget.
- b) College Financial Forecasting Return 2023-24
- c) the outline scoping for future use of Peaks Campus and that further discussions should continue with potential partners to develop a business case for 2024-25.

23/2/09 FEGP Committee: reports for information

GB noted for assurance the following reports that FEGP considered at its meeting on 28 June 2023

- a) Employee Engagement Survey 2023 results
- b) People KPIs and report (Period 9)
- c) Finance KPIs and report (Period 9)
- d) Estates Strategy update

- e) Policy review: Subcontracting Policy 2023-24, re-approved by FEGP on behalf of GB.

23/2/10 Report of Chair of Audit and Risk Assurance Committee (ARAC)

10.1 Ian Falconer, Chair of ARAC presented the key issues and risks from the meeting of ARAC on 5 July 2023. The main issues discussed at the meeting were

- **Receiving assurance** had been the main focus of the meeting, with internal audit presenting four reports from the 2022-23 internal audit plan. Three of the four reports included an opinion of “substantial assurance” and the fourth advisory review stated that the college was making good progress. The committee had also received the annual Subcontracting Controls external assurance report, which had raised one low priority recommendation for fully documenting regular credit checks of all subcontractors.
- **Risk register (Risk 3): Financial Sustainability: debt** ARAC had considered the action being taken on a long-term loan that was due to mature in August 2023. The college had been planning to roll forward the loan for a further period however new rules following reclassification meant Department for Education (DfE) were unlikely to approve an extension to the loan agreement. At the time of the meeting, the EDF had been due to meet DfE officers to discuss the college’s options. The risk was deemed low as the college was able to pay-off the loan.
- **Control environment for an outstanding college**, two teams had worked together on a systems improvement project to automate marking of electronic class registers using mobile tap/swipe card readers. ARAC had received their report and discussed the cost, security and scalability of the pilot for it to be extended for use across the college’s 90,000+ registers per year. A staff governor commented that they had seen the technology used during recent exams. It was easy to use and had a positive impact on students, enabling them to find information about room and desk allocation and remain calm. The committee was keen to encourage further self-reflective and innovative process improvement projects to increase college efficiency and effectiveness.
- **Internal Audit Plan 2023-24**, ARAC considered next year’s internal audit plan and had agreed a programme including funding compliance, higher education framework, HR data accuracy, compliance with legislative requirements of reclassification, governance and the college’s processes managing international student visas.
- **External Audit Strategy 2022-23**, ARAC considered the proposed strategy and fees and recommended approval to GB. The ARAC Chair drew to member’s attention that the external auditor would need to be satisfied that GB understood and had considered the implications of reclassification of colleges, particularly the letter to Accounting Officers of 29 November 2022 and DfE Bite Sized Guides. These documents set out additional restrictions on colleges to ensure compliance with rules on Managing Public

Money. This was a collective responsibility of GB and could not be delegated to FEGP or ARAC. It was therefore proposed for inclusion in the agenda for the next Governor Strategy Event.

ACTION: circulate to governors the Dear Accounting Officer (DAO) letter of 29 November 2022 and links to the Bite Sized Guides for information.

Clerk 31/7/23

10.2 GB received the report and the main issue discussed was how to deal with the loan that was due to mature in August 2023. The EDF said that discussions with officers at the Department of Education (DfE) had indicated that their focus was on supporting colleges in financial difficulty or intervention, whereas the college had financial reserves. If any alternative was available, it was likely to be for a shorter term and for part of the sum. The college had sufficient reserves and was also in a good position in relation to its loan covenants to repay the loan in 2022-23. With interest rates rising, early redemption would generate a cost saving in 2023-24. GB considered the options and resolved that it was in the best interests of the college to repay the outstanding balance of the maturing loan to Barclays Bank as soon as possible in July 2022 and request the release of some security in return.

10.3 GB received the report and approved

- a) The External Audit Strategy proposed by MacIntyre Hudson LLP and recommended by ARAC and their remuneration. The EDF to have delegated authority to agree and settle the final invoice.
- b) Early repayment of the Barclays Bank loan due to mature in August 2023.

23/2/11 **ARA (Audit and Risk Assurance) Committee: reports for information**

11.1 GB noted for assurance the following reports that ARAC considered at its meeting on 5 July 2023.

- a) Internal Audit Plan for 2023-24 and fees, approved by ARAC on behalf of Governing Body
- b) Risk management progress report and Risk Assurance Summary.

23/2/12 **Report of the Chair of Search, Remuneration and Governance Committee (SRG)**

12.1 John Mothersole, Chair of SRG, presented the draft minutes of the meeting held on 10 May 2023 including the following.

- a) **governor search** to fill two vacancies.
- b) Re-appointment of members, the committee's recommendations on the reappointment of members coming to the end of their current term of office in July 2023
- c) **Chair's 360 appraisal**, the results of members' feedback and how these were being taken forward
- d) **Director of Governance recruitment**, the committee's actions to appoint a selection panel to work with the recruitment partner to recruit a new Director of Governance. The chair reported that the applications had been shortlisted and interviews were scheduled

for 19 July 2023. The Chair had called a special meeting of GB on 19 July for the selection panel to report to the Board

- e) GB themes for governance development and governor training in 2023-24
- f) **Commissioning the next periodic external board review** which was due in 2023-24. GB authorised SRG to implement the plan for selecting an external provider for the review for a review in the Spring Term 2024 reporting to GB no later than July 2024.
- g) **Draft Accountability Statement 2023-24**, which was approved on behalf of GB for submission to ESFA. The ESFA granted the college an extension to 31 July for the final submission, to allow GB to consider and include the findings of the report of the external review of the college's contribution to meeting skills needs.

GB noted the report for assurance

12.2 Membership update

GB noted the current board composition and skills matrix, and approved board roles for 2023-24 and governor re-appointments as follows.

- extension of the first term of appointment of Matt Ainsworth for two years from 1 August 2023 to 31 July 2025
- re-appointment of Peter Brooks as a governor for a second term of four years from 1 August 2023 to 31 July 2027
- extension of the first term of appointment of David MacDougall for two years from 1 August 2023 to 31 July 2025, subject to a further discussion with the Chair of Governors about attendance
- re-appointment of John Mothersole for a second term of four years from 1 August 2023 to 31 July 2027
- extension of the first term of appointment of Paul Senior for two years from 1 August 2023 to 31 July 2025

12.3 Governance update

GB received the governance report, noted the updates on governor training, the draft new Further Education Code of Governance, the search for a new Director of Governance and commissioning an External Governance Review and approved:

- **Director of Governance, appointment of a selection panel** comprising Chair of GB, Chief Executive & Principal, Kam Grewal-Joy and Ian Falconer
- **Board External Review**, that SRG Committee have delegated authority to appoint an external review provider and finalise the scope of the review with the reviewer.
- **Audit and Risk Assurance Committee Terms of Reference** be amended to include reference to the duty to provide assurance that the college is complying with the requirements of Managing Public Money.

- **Finance, Employment and General Purposes Committee Terms of Reference, “Duties”** be amended as follows:
 - Second bullet add “...identifying and notifying GB and Accounting Officer (for reporting to external agencies, as needed) (i) novel, contentious or repercussive transactions, and (ii) identifying risks to college solvency and viability or any transactions that could jeopardise college solvency or financial viability.”
 - Seventh bullet add “... identifying any proposed payments that require external approval in line with Managing Public Money regulations”
 - Seventh bullet amend to read “Periodically, to review the college’s financial regulations and associated finance policies and approve updates on behalf of Governing Body”.
 - Eighth bullet add “...identifying where such payments or any other ex-gratia or special payments require external approval and therefore must be referred for approval in line with Managing Public Money.”
- **Search Remuneration and Governance Committee** Terms of Reference be amended as follows:
 - remove reference to SRG committee having oversight of other committees’ terms of reference,
 - strengthen delegated authority for SRG to sign off governance policies
 - Include references to Managing Public Money in SRG committee’s remuneration duties
- **Teaching, Learning, Quality and Student Experience Committee Terms of Reference** be amended as follows
 - Add to “Duties”, that TLQSE will receive a Safeguarding report “At least annually ...”
 - add detail to the committee’s monitoring role to clarify that it includes ensuring that subcontracting arrangements or off-site provision deliver education, training and learning experience of equivalent quality.

12.4 Governance Self-assessment 2022-23

GB received the draft Governance Self-Assessment 2022-23. On the basis of its work over the year, GB approved the opinions on the effectiveness of the board, its committees and the governance framework as presented in the report. GB agreed to adopt the annual report, subject to the following work.

ACTION: update the Board’s self-assessment against the Code of Good Governance for English Colleges, the draft governance development plan to continue to enhance the effectiveness of college governance. SRG to consider for approval on behalf of GB.

Clerk 8/11/23

12.5 Policy review: Senior Post Holder Disciplinary Policy

GB received the revised policy and, on the recommendation of SRG Committee, approved the Senior Post Holder Disciplinary Policy as presented.

23/2/13 **Report of the Chief Executive and Principal**

13.1 The Chief Executive & Principal presented a report covering recent college developments, sector news, equality, diversity & inclusion and health and safety. The update included the following.

Celebrating success, some of the highlights for the college over the Summer Term included awards celebrations marking the achievements of outstanding apprenticeships, students and staff.

Equality, Diversity and Inclusion (EDI), the EDI Board had recommended updates to the College EDI objectives for 2023-25. The main changes were embedding references to FREDIE+ values and behaviours across the objectives and to be more ambitious for the college to take a confident leadership role for diversity to help foster a sense of community in the city of Sheffield as well as the college.

Health and Safety update, GB noted a number of positive developments including more Automated External Defibrillators being installed, a reduced number of improvement actions being recommended in the 2023 Fire Risk Assessment reports, implementation of a new departmental audit process and introduction of in-person induction training for new starters, in addition to mandatory online training. The Link Governor for Health and Safety reported that they had met with the Health and Safety Team and had been impressed by their strong focus on fostering a strong health and safety culture amongst all staff and the focus on continuous improvement.

Sectoral update, there was a continued focus on the timing and extent of curriculum reform with defunding of some qualifications, delays to the introduction of some T Levels and navigating external stakeholder statements of national, regional and local skills priorities. Curriculum reform would be on the agenda for the September 2023 Governor Strategy Event in order to:

- a) provide assurance to GB that college managers have this in hand.
- b) raise governors' awareness of the changes that might impede the college in achieving the 2021-25 College strategy and
- c) for governors and managers to identify where the developments may generate new opportunities to further the college's ambition and strategy.

13.2 GB received the report for assurance.

13.3 **Progress against the College Strategy 2021-2025 and Key Performance Indicators**

The Executive Director Strategy and Systems Improvement (EDSSI) presented an update on progress against targets for year 2 of the College Strategy. GB noted key achievements for 2022-23 including

- a) College FE and nursery provision graded as “Good” by Ofsted, confirming the positive impact of the quality improvement programme implemented since 2018
- b) forecast achievement rates showed year-on-year improvement and improved attendance at GCSE math and English exams was forecast to improve GCSE pass rates
- c) the changes to the pastoral care system made in Summer 2022 had resulted in improved student behaviour and engagement and a reduction in student exclusions compared to 2021-22
- d) the college’s work with the South Yorkshire Mayoral Combined Authority (SYMCA) had generated additional in-year opportunities for adult learners
- e) the college continued to develop its reputation as a Leader in Diversity retaining its status as a Disability Confident Leader status.
- f) The college continued to improve staff and student access to mental health support, through training more mental health first aiders and providing 24/7 employee and student support platforms which were increasing well-being and helping to reduce long term absence and its negative impacts.

23/2/14 **Review of the college’s contribution to meeting skills needs 2023**

14.1 The Deputy Chief Executive (DCE) presented the external review of the college’s contribution to meeting skills needs that GB had commissioned in response to a new statutory duty on FE college boards and the publication last year of the South Yorkshire pilot Local Skills Improvement Plan (LSIP). During the course of the review, the scope had been extended to include DfE national skills priorities. The reviewer, Kada Research, had completed the review on time and had been responsive to the college’s needs. Where stakeholders had yet to publish their strategy for skills needs, Kada had interviewed representatives to gain insight into the likely emerging themes. The report and executive summary had been considered by the Executive Leadership Team and they had welcomed the mapping that Kada had done to make sense of the fluid picture. The report highlighted opportunities for the college to increase its contribution and provided data for the college to use in future funding bids.

14.2 GB received the report and the main points arising in the discussion were as follows

Skills needs analysis, GB welcomed the clear summary and mapping of the college's contribution to meeting skills needs. This was a complex area; and the synthesis of skills needs from DfE, Institute for Apprenticeships and Technical Education (IfATE), LSIP, SYMCA and Sheffield City Council (SCC) provided a sound evidential base to help governors understand the skills landscape, where the college was

meeting skills needs and where there were opportunities to expand its contribution.

Collaboration, the report had helpfully identified some needs that the college was not best placed to meet or where there were no plans to increase contribution. A member asked if the college believed it had sufficiently strong strategic alliances to ensure all skills needs were addressed collectively by providers across the city region. The CEP said that the college was working with South Yorkshire Colleges. For some projects, the network has defined the scope of collaborative working and agreed a lead college. The area for development was building relationships between the college network and other key stakeholders, where new staff were unfamiliar with providers. SY Colleges would benefit from agreeing a coordinated approach to working with local authorities and SYMCA. It was noted that the CEP co-chaired the Skills Advisory Board which reported to the Business Advisory Board (the replacement for the Local Enterprise Partnership).

Alignment of supply and demand, it was commented that a recent press report had highlighted a mismatch between training people in new technical skills in an area with insufficient demand from employers for people with those skills. Other members commented that in some industries, it was the other way round as companies were already using new technology, such as Artificial Intelligence, which was changing professional roles and skills needs. It was agreed that effectively balancing training for current skills and preparing students for future skills needs was fundamental to the work of the college. The report gave evidence that the college was forward looking and well placed to strike the right balance.

Recommendations, a member asked if the recommendations should have been sharper with specific targets. The CEP said that this was for the college and Board to determine rather than the external reviewer. ELT had used the information to develop specific targets included in the first Annual Accountability Statement. The review report potentially provided a framework for the college to develop its priorities for meeting local skills needs beyond 2023-24, evolving with the articulation of city and regional skills goals were publishing. This would be explored further at the September Strategy Event.

Assurance, it was agreed that the report should form the basis of a skills strategy that helped steer curriculum and business development and generated assurance so that the Board could reflect on the actions taken in response to the report and their impact on the college's contribution to meeting local skills.

- 14.3 The GB received the report and congratulated the college on the compelling evidence it provided of the college's excellent contribution to meeting skills needs.

ACTION discussion to continue at the Governor Strategy Event to embed the findings in strategic priorities for 2023 and turn the recommendations into actions and short/longer term priorities.

23/2/15 Annual Accountability Statement 2023-24

- 15.1 The EDSSI presented the final version of the Annual Accountability Statement for 2023-24. It was noted that SRG had approved the draft version at its meeting on 10 May. As reported in the previous item, ELT had considered the Kada report, which had confirmed the close alignment between the draft Accountability Statement targets approved in May and the review recommendations. There were no proposals for changes to the draft statement in the final version presented to GB.
- 15.2 GB received the report and noted that the focus of the Accountability Statement was curriculum change for the coming year. GB agreed that the targets in the Annual Accountability Statement responded to the findings and recommendations in the Kada review albeit they were a start to expand the college's contribution. As commented in the previous item, this was an ongoing exercise and GB would return to the developing themes as new information became available.
- 15.3 GB thanked SRG Committee for its work on scrutinizing and giving feedback on the draft and approved submission of the Annual Accountability Statement 2023-24, as presented, to DfE and for publication on the college website.

23/2/16 Chair's action since the last meeting

The Clerk reported that the retendered insurance contract had not been finalized in time to present a chosen supplier for GB approval. GB agreed that the Chair was authorised to approve the appointment once the analysis of the tender submissions had been completed and a preferred supplier selected.

23/2/17 Review of meeting and closing remarks

- 17.1 The Chair invited members to comment on the effectiveness of the meeting and its impact, particularly on students.
- 17.2 Members commented that the committee reports had effectively conveyed the extensive work done at committee level and this fit well with the view at the January strategy event that monitoring and routine policy updating should be done by the committees and not duplicated at Board.
- 17.3 TeamEngine was starting to be used by most members and it was commented that the capabilities went beyond simply accessing board papers. The system allowed members to vote on straight forward matters and share comments and questions with paper authors, other members or the Clerk to resolve queries before the meeting. It was recommended that the Board set a target to make the most of the functionality of TeamEngine using voting and commenting features for better decision making. This was agreed subject to a comment that some members still had issues accessing college Wi-Fi during meetings.

SRG 8/11/23

17.4 Hybrid meetings had been supported throughout the year. There had been improvements in technology but experience as an online member remained sub-optimal. It was agreed that the Clerk should maintain the ability to convene meetings on a hybrid basis however the preference was for members to attend meetings in person if they could. Where a number of members of a committee could only attend by videoconference then the Clerk should consider with the Chair moving the meeting completely online.

23/2/18 **Dates and times of next meetings**

Wednesday 13 September 2023 8.30 – 14.00 (GB Strategy Event)

Wednesday 13 December 2023- 8:30am – 11:30am, Board room, City Campus

Wednesday 27 March 2024 8:30am – 11:30am, Board room, City Campus

Wednesday 10 July 2024 8:30am – 11:30am, Board room, City Campus