# HARLOW COLLEGE FURTHER EDUCATION CORPORATION

## **CORPORATION MEETING**

## Minutes of the virtual meeting held on Zoom – Thursday 21 October 2021 - 9.30am

Membership:	* Liz Laycock (Chair)	* Julia Fillary	* Maksymilian Peikert
	* Sotirios Adamopoulos	* Ya'Eesh Ghodiwala	* Brian Spencer
	* Paul Bartlett	* Eddie Johnson	* Karen Spencer
	* Julian Bedford	Brian Keane	* Paul Taylor
	* Jon Bouffler	* Ray Levy	* Michael Travers
	* Rod Bristow	* Lily Lin	* Gail Wootton

#### \* denotes present

In attendance: Will Allanson, Deputy Principal Paul Whitehead, Vice-Principal Becky Jones, Vice-Principal Deanne Morgan, Executive Director – Finance and Facilities Sallyann Abdelmoula, Assistant Principal (up to agenda item 4.1 only) Ruth Lucas, Head of Governance

#### **1** Apologies for Absence

Apologies for absence were received and accepted from Brian Keane, due to work commitments.

Liz Laycock welcomed the newly elected Student Governors, Ya'Eesh Ghodiwala and Maksymilian Peikert, to the meeting and they introduced themselves.

## 2 Declaration of Interests

There were no new, additional declarations of interest.

#### 3 Minutes of the Previous Meeting

The minutes of the meeting held on 8 July 2021 were approved by the Corporation as a true and accurate record of the meeting and were signed remotely by the Chair.

#### 4 Matters Arising

# 4.1 Ofsted's Review of Sexual Abuse in Schools and Colleges (minute 11.1.1 refers)

The Corporation received and considered the report on the College's response to Ofsted's review of sexual abuse in schools and colleges, presented by Sallyann Abdelmoula, Assistant Principal.

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Sallyann Abdelmoula informed Governors that the review identifies that sexual abuse and peer on peer abuse in schools and colleges is widespread and to work from this premise and assumption.

The College is working on raising staff awareness and delivering training to staff. The College is also focusing on the learner journey to raise awareness through the use of i-pads, the safeguarding introduction tutorial and tutorials on consent and online safety. This will help to embed greater awareness across the College, along with a targeted awareness raising campaign which has evolved from a visit from the Children's Commissioner to the College. Single sex and mixed sex focus groups will be held across the College as part of this. A good starting point will be to share Ofsted's report with the students and asking them if they think this is reality in College. At the Children's Commissioner's visit, the group of students reported and focused on their experience at school rather than at College. Often girls were told just to pull down their skirts and the blame was not on the boys. The focus groups will explore if College is different to schools and why and what the College can do to improve things for students.

Signposting will also be key and the College is identifying how best to support young people. This will be built into the College's self-assessment processes and Liz Laycock, as the Safeguarding Governor and member of the Safeguarding Committee, will be involved in looking at the processes in place.

Paul Bartlett asked if this is a double-edged issue and whether it is just peer on peer abuse or potentially staff on student abuse. Karen Spencer reported that the report focuses on peer on peer abuse and how this is dealt with in schools and colleges. There are stronger systems in place for staff on student abuse.

Karen Spencer reported that the preface for the report arose from the Everyone's Invited website where young people posted their experiences in schools and colleges. Karen Spencer also highlighted Colchester Grammar School's recent Ofsted inspection which graded them as inadequate due to safeguarding issues.

Maksymilian Peikert reported that 16 – 19 year old girls are worried about having their drinks spiked however he has not heard any instances in Stansted Airport College around peer on peer sexual abuse.

Governors were informed that the College has already had referrals this academic year and that staff are working through the transfer files to identify which relate to historical abuse. Rod Bristow highlighted his surprise at the three instances of violent sexual abuse which have occurred this academic year. Sallyann Abdelmoula reported that these are cases which have been disclosed by students which are historic cases however the transition to College has raised their awareness of the abuse and in some cases the police are involved. Governors wanted to understand whether these cases were peer on peer abuse which was happening now on campus and highlighted the need to unpick the data so that historic cases are identified and recorded as such. Sallyann Abdelmoula confirmed that these three instances are historic cases and the Corporation asked for the data to be broken down into cases that are current and on campus and cases that students have brought with them when they started at College.

Liz Laycock asked if there is anything specific which Corporations need to be doing in light of the report. Karen Spencer reported that Corporations need to ensure that it is in the College's self-assessment, that it is high profile and has importance throughout the College for both students and staff. Liz Laycock recommended that Governors read Ofsted's report if they have not already done so.

Paul Bartlett asked if this specific issue should be on the College's risk register? Karen Spencer reported that it is included in the safeguarding risk on the risk register.

Julian Bedford asked Ya'Eesh Ghodiwala and Maksymilian Peikert whether they thought the campaign was relevant and if it is at the forefront of student thinking? Maksymilian Peikert reported that there are posters everywhere throughout the College to promote support and dialogue. Ya'Eesh Ghodiwala reported that he has had conversations with students and it is mostly micro sexual questions being asked and more around the indirect consequences of sexual abuse needs to be addressed. Karen Spencer highlighted that students reported that issues often arise in group chats and there is often pressure to join in and where people are uncomfortable, they opt out of the conversation rather than calling it out. This will be used to facilitate discussions with males and females around what is acceptable.

The Corporation noted the report on the College's response to Ofsted's report on sexual abuse in schools and colleges.

# 4.2 College Collaboration Fund Application (minute 5.1 refers)

Karen Spencer reported that the College's application to the College Collaboration Fund was unsuccessful however the College's application to the FE Professional Development Grant programme has been successful. This is an Essex-wide project which the College is leading on which will focus on coaching and mentoring for new and inexperienced teachers, an advanced practitioner programme and subject-specific CPD grants.

## 5 Feedback from the Coronavirus Governance and Leadership Group

Liz Laycock provided the Corporation with a verbal update and feedback from the Coronavirus Governance and Leadership Group.

Liz Laycock reminded the Corporation that this group meets once a fortnight. Topics discussed have included results, appeals, testing arrangements, staffing, finances, audit, enrolments and air monitoring kits.

Karen Spencer reported that the College has been allocated 58 air monitoring kits however these have not yet been received by the College.

Karen Spencer informed Governors that there has been a small number of positive COVID cases at the start of the term and a small group of A-Level students reverted to

online learning for a short time. There has been a low number of isolated positive cases since then. Suffolk County Council has introduced more stringent measures in schools as COVID is spreading rapidly amongst 10 – 14 year olds. Paul Taylor asked if Essex County Council was looking at replicating what Suffolk County Council is doing and Karen Spencer reported that they are not looking at it at this stage. Karen Spencer reported that the College has a contingency framework in place and can swiftly reintroduce the zones on campus and wearing masks. Liz Laycock highlighted that the College is a strong place with contingencies ready to be put in place for the safety of students, their learning and staff.

The Corporation noted the feedback from the Coronavirus Governance and Leadership Group.

## 6 Strategic Plan

The Corporation received and considered the Strategic Plan, presented by Karen Spencer, Principal.

Karen Spencer reminded Governors that the Strategic Plan was reviewed by the Corporation at its meeting in May 2021 and that this revised version incorporates the discussions held at the meeting.

Karen Spencer reported that the pandemic has slowed down some progress with achieving some elements of the Strategic Plan. The College's online learning approach and EdTech Demonstrator work however put the College in a much stronger position to move to online learning when lockdown started.

The revised Strategic Plan has incorporated clearer references to T-Levels, smaller employers and a wider approach to students encouraging breadth and depth of pathways in the Career-Led Curriculum section.

Governors had asked to incorporate measure linked to the KPIs in the Plan which have been included and regular reports on KPIs will be made to the relevant Committees and Corporation.

Paul Taylor highlighted it was good to see small employers mentioned specifically in the document and asked if the document is public as the KPIs could be off putting for smaller employers. Karen Spencer reported that the KPI tables will be removed for the version that will be published.

Karen Spencer highlighted that it is becoming increasingly difficult to manage increasing expenditure alongside non-increasing levels of funding. The College manages its finances prudently and has a good approach to securing additional funding from bidding opportunities. It is vital that the College ensures it manages its finances effectively so that resources can be reinvested back into the campus.

The Corporation approved the revised Strategic Plan.

## 7 Finance and Resources Reports

## 7.1 Predicted Financial Outturn 1 August 2020 – 31 July 2021

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The Corporation received and considered the predicted financial outturn for the period 1 August 2020 – 31 July 2021, presented by Deanne Morgan, Executive Director – Finance.

Deanne Morgan informed Governors that the draft accounts for last academic year are subject to external audit which is taking place this term. Currently a £160k deficit is predicted however the underlying position is that the College has generated cash and is precited to have outstanding financial health.

Governors were informed that the Adult Education Budget (AEB) funding is vulnerable as the College did not earn to contract and is expecting a clawback in November, as the funding is paid to contract. The College has submitted a business case to the ESFA to recover the actual expenditure the College has incurred. This is approximately £435k and if the business case is successful, the deficit will change to a surplus.

Governors were informed that project income has exceeded the set targets for the year.

Governors noted the pension costs and the costs of servicing the pension is outside of the College's control. It is a non-cash accounting entry however it does affect the overall headline figures. The underlying pension deficit has fallen by £3m and this is reflected in the balance sheet figures. The Local Government Pension Scheme (LGPS) has performed better than expected. Rod Bristow asked when the next pension valuation will be. Deanne Morgan reported that it is due in 2022. Currently the College is paying a £135k deficit payment per annum and this is negotiated every three years.

Paul Bartlett asked what the impact of the employer NI rate increase will be and Deanne Morgan reported that this will be covered in agenda item 7.2 – sketch management accounts.

The College has generated cash throughout the year, its financial health is outstanding and both bank covenants have been met. Julia Fillary asked about test 1 being met, with the target being 1.4 however it is being reported as 1.36. Deanne Morgan reported that the bank round the figure to the nearest one decimal place therefore the covenant will be met, however the College rounds it to two decimal places so that it can be monitored more closely.

The Corporation noted the predicted outturn for the period 1 August 2020 – 31 July 2021, noted that the College's financial health for the period is outstanding and that both bank covenants have been exceeded.

## 7.2 Sketch Management Accounts for 1 August 2021 – 30 September 2021

The Corporation received and considered the sketch management accounts for the period 1 August 2021 – 30 September 2021, presented by Deanne Morgan, Executive Director – Finance.

Deanne Morgan reported that the accounts are sketch management accounts as it is too early to make income predictions. Governors noted that the

accounts are relying on the College's AEB work to recover and a year-end surplus of £50k is predicted.

Governors noted that staff costs have the potential to be over budget at yearend due to costs outside of the Corporation and College's control and this could affect the surplus figure. The impact of the NI increase for this academic year, which takes effect from April 2022, is £56k however a full year would be £168k. The Association of Colleges is working on a campaign to get this increase funded by Government.

All other costs are being closely monitored by the College.

Governors noted that many organisations are concerned about rising energy costs. Deanne Morgan informed Governors that the College is in a fixed deal with its broker until 2024 and has just moved over to a top six supplier, therefore the risk of the supplier ceasing to operate is low.

Paul Taylor asked about the overdraft facility for December 2021 which the Corporation is being asked to consider. Deanne Morgan informed Governors that this is due to a timing issue. The College needs to pay staff earlier than usual in December due to the College closure however the ESFA has fixed dates for which it makes its payments to the College therefore a temporary facility is required. Paul Taylor asked if the College is forecasting to need an overdraft in March / April 2022 and if so can this be done as one overdraft facility for the duration. Deanne Morgan reported that having an overdraft facility is expensive as the bank charges per week that the overdraft is in place. If the overdraft is not used, the fee still needs to be paid and if it is used, the prevailing rate and the fee needs to be paid. There is however no arrangement fee.

Eddie Johnson asked whether an overdraft facility is actually required for December 2021. Paul Whitehead reported that in addition to the timing issue outlined above, the College is expecting a £1.5m AEB clawback which was originally due to be taken in December 2021. The ESFA have confirmed verbally that the clawback will be taken in four equal payments and the College is unlikely to hear for definite until the outcome of the business case is released which is due around 15 November 2021.

Governors noted that the overall cash position of the College is good and the need for an overdraft is purely a timing issue, rather than a long-term cash flow issue.

After a detailed discussion around options for the overdraft, the Corporation approved for the College to obtain an overdraft on an ad hoc basis as required between December 2021 and April 2022 and agreed that Karen Spencer, in her role as a Governor and a member of the Principalship, sign the required paperwork on behalf of the Corporation and College.

The Corporation:

 Noted the sketch management accounts for the period 1 August 2021 – 30 September 2021;

- Noted the current financial position in terms of financial health and banking covenants;
- Noted the change in the bank's name form Clydesdale Bank to Virgin Money;
- Approved the banking facility as outlined in the report.
- Approved an overdraft facility on an ad hoc basis as required from December 2021 to April 2022 and agreed that Karen Spencer sign the require paperwork.

## 7.3 Recruitment of Learners - Enrolment Report 2021 – 2022

The Corporation received and considered the report on recruitment of learners – enrolment report, presented by Paul Whitehead, Vice-Principal.

The report was taken as read.

Paul Whitehead reported that the 16 – 18 allocation is likely to stay the same, the apprenticeship figures are based on recruitment and carry-in of learners and that the most challenging area will be the AEB. HE is above target as recruitment is strong, as is the advanced learner loans. The College is still waiting on final high needs funding allocations and this has been significantly delayed this year. The College is expecting to hear this week and believes to be on track with this.

Paul Whitehead informed Governors that the 16 – 18 recruitment figures are slightly lower than the previous year due to a reduction in enrolments at Stansted Airport College. The staffing levels are being managed appropriately. Liz Laycock asked if the reduction in recruitment at Stansted Airport College could be caught up in other areas. Karen Spencer reported that Stansted Airport College has seen an increase in its apprenticeship and HE student numbers however there was a perception during lockdowns that the College was closed and there is a need to regain the confidence of potential students and their parents. Employers are keen to recruit again. Paul Whitehead reported that it is envisaged that the College will meet its overall student target number by the end of the year as there is strong recruitment in ESOL and NEETs.

Karen Spencer reported that the biggest unknown remains the AEB funding. Job Centres are still not referring eligible individuals to colleges and some employers are employing staff without the necessary training and qualifications, skills or experience that we would have seen pre-pandemic.

Rod Bristow asked to what extent the figures in the paper reflected actuals and forecasts and highlighted that it was helpful to have the student numbers. Paul Whitehead reported that it was different for every line. The College is most confident with the 16 – 18 recruitment figures. The College has planned three intakes for apprentices throughout the year and the first intake in September was good. The College is recruiting to its AEB provision on a weekly basis. The HE target has been broadly recruited to as well as the advanced learner loans however this will continue throughout the year. Overall the College is on track for its anticipated recruitment numbers and income however the biggest uncertainty is the AEB funding. Karen Spencer highlighted that the 16 – 18 funding is assured and not dependent on the student numbers the College recruits this year. If the College does not meet its target this year, funding will be reduced next year. There is most concern over the AEB student numbers which can vary hugely.

Rod Bristow acknowledged the fact that it is complicated and reported that he would appreciate it if there was a simpler way of presenting and clarifying the information. Liz Laycock reported that perhaps it was an issue with the word "target" being used and how it is interpreted. Karen Spencer reported that all figures were targets as set out in contracts and the financial plan and the only guaranteed funding level was for 16 – 18 year olds. Income targets will be reforecast in the next set of management accounts based on the College's current position. The College is expecting to be on track however a definite position will not be known until the funding return is submitted. Paul Whitehead reported that there are lots of complexities however the College is confident it is on track with all income streams, apart from the concern with the AEB.

The Corporation noted the report recruitment of learners – enrolment report 2021 – 2022.

## 8 Audit Committee Reports

## 8.1 Minutes of the Audit Committee Meeting – 5 October 2021

The Corporation received and noted the minutes of the Audit Committee meeting held on 5 October 2021.

## 8.2 Item 1 – English Colleges' Code of Good Governance

The Corporation received and considered the report on the English Colleges' Code of Good Governance, presented by Ruth Lucas, Head of Governance.

Governors were reminded that there is a requirement in the Accounts Direction that colleges report against a code of governance and that the College adopted the English Colleges Code of Good Governance in 2015. As part of the Statement of Corporation Governance which is included in the Financial Statements, there is a declaration of compliance with the Code.

Governors were informed that the College's response to the Code had been discussed at the Audit Committee meeting held on 5 October 2021 and that the Audit Committee's recommendation is for the Corporation to approve the response.

The Corporation approved the College's reporting of compliance with the Code of Good Governance for English Colleges in the annual accounts.

The Corporation noted the report on the English Colleges' Code of Good Governance and approved the College's reporting of compliance with the Code of Good Governance for English Colleges in the annual accounts.

## 8.3 Item 2 – Regularity Audit Self-Assessment Questionnaire

The Corporation received and considered the Regulatory Audit Self-Assessment Questionnaire, presented by Deanne Morgan, Executive Director – Finance.

Deanne Morgan informed Governors that this is an ESFA document which the College has to complete and submit to the external auditors.

The Corporation was informed that the Regulatory Audit Self-Assessment Questionnaire had been discussed in detail by the Audit Committee at its meeting held on 5 October 2021 and that the Committee recommends that the document is signed by the Chair and Accounting Officer.

The Corporation approved the Regulatory Audit Self-Assessment Questionnaire and agreed for it to be signed by the Chair and the Accounting Officer.

## 9 Quality and Curriculum Update

The Corporation received a verbal update on quality and curriculum, presented by Becky Jones, Vice-Principal.

Governors were informed that the Self-Assessment Report and the Quality Improvement Plan will be presented to and discussed in detail by the Standards and Curriculum Committee at its meeting being held on 2 December 2021.

For qualification teacher assessed grades (QTAGs), the awarding bodies Pearson and OCR have asked for unit assessment grades as well as QTAGs. The process has been completed for OCR and the deadline for Pearson is approaching. The College already held the information as part of its teacher-assessed grades processes which ensured the robustness of the College's systems and the Exams Team is completing the majority of this work.

There was a two-week window for appeals to be submitted. 28 student appeals were received in total, seven for A-Levels, seven for vocational qualifications, seven for English GCSE and seven for maths GCSE. A total of seven were upheld for different reasons and these were spread across the qualifications. Where an internal error had been identified, the whole cohort was re-checked.

Becky Jones informed Governors that for this year there are no changes to assessment in vocational areas. For exam-based assessments, students can select certain categories of questions to answer and a pre-release of exam topics for GCSE and A-Levels is expected in February 2022.

Becky Jones presented the KPIs by sharing her screen and reported that some are still likely to change before they are closed off. Governors were informed that some KPIs are not relevant due to COVID.

The Corporation was informed that the College is delivering three T-Level routes, however two routes had not been recruited to - Health and Social Care due to the specific nature of the programme and the Government ruling of all care workers being

double vaccinated, and Electro-Technical due to the issue with mapping it against the apprenticeship. This will also be an issue with Engineering however the Awarding Organisations are aware of the issues. T-Level pathways that have been recruited to are working well and placements have been secured for learners.

Rod Bristow asked what the College's position is with the debate about T-Levels displacing BTEC Level 3 gualifications. Becky Jones reported that T-Levels offer an alternative form of provision however removing vocational gualifications is not in the best interests of students and does not support them. There is no flexibility with the T-Level curriculum and gualification, unlike the vocational and A-Level gualifications which can be broken down. Students have to pass every element of the T-Level or else they will leave without any form of accreditation and it can be difficult when giving students impartial information, advice and guidance to recommend the T-Level route. Becky Jones reported that she believes there is a valid place for T-Levels, vocational qualifications and A-Levels in education. Karen Spencer reported that research undertaken by the Association of Colleges shows that the majority of young people undertaking vocational and technical qualifications have previously studied at Level 2. The Government's own equality impact assessment deems it acceptable for these people to be excluded from the curriculum if there is perceived to be a better gualification. The Government is saying that it does not want low paid jobs however it is in danger of creating as hybrid system with a number of challenges. Karen Spencer also agreed that there was a place for all three types of gualifications in education and agreed with the approach the Association of Colleges is taking.

Will Allanson reported that he is in discussions with the ESFA and the Department for Education about the issues the College is facing with T-Levels. It is felt that the Department is listening and the College is not the only college facing issues with T-Levels.

Student satisfaction across all provision is at 80% against a target of 85% however this reflects the way in which the College has been working during COVID. 1,200 responses were received in total.

Governors' attention was brought to English and maths attendance and Governors were informed that a strategy is being worked on for this year. Attendance started off well at the start of last academic year however a decline was seen after the November resits whilst students were waiting on their results.

The College was pleased with its English and maths GCSE and English Functional Skills results, however maths Functional Skills remains an issue. Karen Spencer reported that the national picture was a 40% pass rate for English Functional Skills and a 20% pass rate for maths. The College results are around the national averages, with English being slightly above and maths being slightly below. The introduction of a new, harder Functional Skills qualification was to ensure that there is no "cliff edge" for students to drop off from. This has been hidden due to teacher-assessed grades last year and if no action is taken, there will be such a "cliff edge".

The current position for apprenticeships was highlighted however the figures are subject to change up until 5 December 2021. Figures have been affected due to COVID, end point assessments have been delayed and some apprentices have been made redundant. Attendance is strong and apprentices still on programme have remained engaged.

There is a focus on adult e-learning and claims are still being processed.

Governors were informed that the KPIs will be discussed in more detail by the Standards and Curriculum Committee.

The Corporation noted the verbal update on quality and curriculum and the KPIs.

## 10 Property Update

The Corporation received and considered the property update, presented by Will Allanson, Deputy Principal.

Will Allanson reported that it has been a challenging few months on campus however teams have responded fantastically. Will Allanson highlighted that there are three capital projects taking place on site from three separate funding sources, with two contracts and two principal contractors.

The cladding to Building K, funded by the FE Capital Allocation, is due to be completed next week and the contractor will be back on site in December to undertake some additional work on the windows.

The contract for works in Buildings A, K and N is more complex due to the nature of refurbishing 1950s buildings. A phased handover of the buildings between now and December is planned. The final outturn is still being worked through and Will Allanson reported that the College would ensure that the outturn will not disrupt the College overall however it may have an impact on future capital projects set out in the report.

Will Allanson informed Governors that the Institute of Technology bid has been successful at Stage 1 and the Stage 2 announcement is expected in December 2021. If successful, there will be significant capital investment for Building J.

The Corporation noted the report and agreed the future capital priorities, subject to sufficient resources being available.

#### **11 Governance Issues**

#### 11.1 Code of Conduct

The Corporation received and considered the Code of Conduct, presented by Ruth Lucas, Head of Governance.

Ruth Lucas reported that the College's governance solicitors, Eversheds, produce the Code of Conduct and outlined the changes to this version. Governors noted that there were no substantive changes.

The Corporation approved the Code of Conduct and Ruth Lucas will circulate the Code and the Declaration which is to be signed by all Governors.

#### **11.2 ESFA Letter to Accounting Officers**

The Corporation received, considered and noted the content of the ESFA letter to Accounting Officers.

## **11.3 Governor Training and Development**

Lily Lin attended the ETF Competency Framework Steering Group and a session titled Changing the Game - Equality Diversity and Inclusion.

Liz Laycock attended the latest Chairs' leadership session.

## 12 Reports from Committees

## 12.1 Equality and Diversity Committee – 30 June 2021

The Corporation received and noted the minutes of the Equality and Diversity Committee meeting held on 30 June 2021.

## 12.2 Remuneration Committee – 8 July 2021

The Corporation received and noted the minutes of the Remuneration Committee meeting held on 8 July 2021.

## 12.3 Stansted Airport College Advisory Group – 13 October 2021

The Corporation received and noted the minutes of the Stansted Airport College Advisory Group meeting held on 13 October 2021.

Karen Spencer reported that two students attended the meeting who represented the College fantastically.

## 13 Safeguarding and Prevent Policy

The Corporation received and considered the Safeguarding and Prevent Policy.

Governors' attention was brought to the new paragraph inserted into the Policy and noted that a full review of the Policy will be undertaken and presented to the Corporation at its meeting on 21 December 2021.

The Corporation approved the Safeguarding and Prevent Policy.

#### 14 Any Other Business

## 14.1 Policies

Karen Spencer requested that the Corporation agree for a paragraph to be inserted into any relevant policy which defines what the College means by the word "student", for example it covers 14 - 16 year olds on school link programmes, 16 - 18 year olds on study programmes, apprentices, adult learners, private funded students, HE students and those in receipt of loan funding.

The Corporation approved for a paragraph to be inserted into relevant policies as detailed above and the wording for which will be agreed via the Coronavirus Governance and Leadership Group.

## 14.2 Safeguarding Video

Ruth Lucas will recirculate the safeguarding video to Governors who have not yet watched it.

## 14.3 Governor Survey

Ruth Lucas reported that she will circulate a survey for Governors to complete in relation to the return to on site meetings.

#### **15 Dates of Future Meetings**

Autumn Term 2021	Tuesday 21 December 2021	8.30am / 9.30am
Spring Term 2022	Thursday 24 March 2022	8.30am / 9.30am
Summer Term 2022	Thursday 19 May 2022 Thursday 07 July 2022	8.30am / 9.30am 8.30am / 9.30am