



**Minutes  
Meeting of the Corporation  
Monday 3 July 2019 at 4.30pm  
GT2, General Teaching Building**

**PART 1**

<b>Present:</b>	Pippa Goodwin ( <i>Chair</i> )	Gareth Osborn
	Daniel Clawson	Frank Pitkin
	Neil Dew-Gosling	Janet Robertson
	Emily Hutt	Daniela Shanly
	Chris Lambert	Jeremy Spooner
	Gillian May ( <i>Principal</i> )	Ian Thomson
	Charles McGurin	Ryan York

**Apologies:** Dave Snowden  
Andrew Try

<b>In attendance:</b>	Anne Entwistle	<i>VP Curriculum and Students</i>
	Richard Munday	<i>Finance Director</i>
	Tracy Reeve	<i>Clerk to the Corporation</i>

*[The Governors had a pre-meeting without members of SLT present which was not formally minuted.]*

The presentation on the e-governance system was deferred until the autumn term.

**54/19 Apologies**

Apologies had been received from Dave Snowden and Andrew Try. The Chair welcomed Charles McGurin and Jeremy Spooner to their first meeting since being appointed as BCA Corporation Members.

**55/19 Notification of any other business**

The Principal had an additional paper to bring to the meeting with the results from the recent Higher Education National Student Survey.

**56/19 Notification of Members interests**

There were no interests notified.

**57/19 Minutes of the meetings held on 15 May 2019.**

The minutes were approved and signed by the Chair as a correct record.

**58/19 Matters Arising**

• **Porta-cabins 2019/20**

The meeting was informed that the business case for the two additional classrooms had been considered and approved at Audit Committee; this was ratified by the Corporation.

***The meeting RATIFIED the Audit Committee approval for the two new temporary classrooms.***

- **Standing Orders (minute 38/19)**

The Director of Governance presented a revised version with the one incidence of 'gender specific' language removed.

***The Standing Orders were APPROVED as presented.***

There were no other matters arising that were not already included on the agenda.

## ITEMS FOR DECISION/ APPROVAL

### 59/19 Governance Matters

- **E-governance software system**

This meeting was deferred for consideration until the autumn 2019.

- **Draft meeting timetable 2019/20**

The meeting noted the proposed Corporation and Committee meeting schedule for 2018/19. The Clerk asked members to notify her of any non-availability to enable dates to be finalised. The dates for the strategy day in February 2020 would be finalised in the autumn term. DC highlighted the omission of the Higher Education Oversight Committee dates. The Clerk would revise the schedule to include these four agreed meetings for this new sub-committee: 19 September and 28 November 2019, 4 March and 17 June 2020. The Clerk informed the meeting that she would send 'Outlook Calendar' invitations for the meetings to all attendees to enable them to schedule their electronic diaries. It was agreed that Corporation meetings should be held in Jacob Bancks Room during 2019/20.

***The BCA meeting timetable 2019/20 was AGREED subject to the addition of the HE Oversight Committee dates as detailed above.***

- **Student Governors' Report**

Student Governor (EH) gave a verbal update and covered progress against the three main projects which the Student Council had undertaken in 2018/19.

EH informed the meeting that the sign language club was still proving popular with students and some staff members in regular attendance; it was proposed that this would be extended to run on more days of the week in 2019/20. Membership of this club now included 3 deaf students. The LGBT Club would be renamed for 2019/20 as Debate Club to encourage more inclusivity. The work with Baxter Storey to improve the menu offering for vegan and vegetarian students had been successful as had the outcome for 'free school meals' learners who could now get a full meal for their daily allowance (subsidised by Baxter Storey).

The Governors thanked EH and RY (in his absence) for their input as student governors during 2018/19. They wished them both well as they moved onto their next courses of study or employment.

***The meeting NOTED the Student Governor feedback and thanked the Student Governors for their input and contribution over the last year.***

- **Link Governor Feedback**

Individual Governors fed back a range of thoughts and anecdotal findings after their recent Link Governor meetings. The Principal confirmed that the Link Governor Scheme pairings would be revised to reflect the new membership for the start of 2019/20.

**NOTED**

[RY student governor joined the meeting]

### 60/19 Overseas residential trip proposal

- Level 3 Sport, Outdoor Ed and Public Services, February 2019

The meeting considered a proposal for up to 21 of the Level 3 students to visit Pila, in Italy for a ski trip. This would also serve as a learning opportunity for students to network to find out more about job opportunities within the ski industry. The VP Curriculum and Students (VPC&S) confirmed that all the requisite risk assessments were in place and that staffing levels accompanying this trip would meet all safeguarding guidelines. New governors sought, and were given, clarification on the number and scale of trips on an annual basis.

***The meeting APPROVED the proposal for an Outdoor Ed/ Sport/ Public Service learning visit to Pila in the Aosta Valley in February 2020 as presented.***

### 61/19 Proposal for Student Transport Services

The meeting discussed a paper which had been circulated by e-mail two weeks in advance of the meeting for consideration. College management were recommending that the College outsourced the majority of its student transport provision to CoachHire.com. Governors were reminded that historically the College had handled all matters relating to student transport internally; this had involved many different activities and a number of members of staff. The transport service at BCA had evolved over time and was crucial to the continuing success of the College. Between 450 and 500 students used the coaches and minibuses each day, and over 800 students (more than 55% of the total) made use of the transport provision at least once a week. Current utilisation data was considered by the meeting and the meeting was reminded that income from students 2018/19 was expected to be circa £707,000; the College would break even (having reported annual losses of about £150K five years ago).

The meeting considered the benefits of moving to a new outsourced model which would improve: safeguarding, procurement, cost savings, improved route efficiencies, communication; and customer services. The greatly enhance safeguarding benefits were a focus for discussion as the College and parents could track which children were actually on which coach. The FD assured the meeting that the College had done a lot to improve student safety in relation to the transport provision – the coach park had been moved to the centre of the campus, fencing installed and close management of learners leaving and boarding coaches had all helped to reduce risks. The move to Coachhire.com would remove the remaining risk around the College not knowing which learners were definitely on a coach or minibus. The meeting considered CoachHire.com's Full Managed Service proposal: which included the following:

- **Route procurement**
  - Procurement of competitive route costs
- **Technology**
  - On-board coach technology using tablets – parents and College advised of boarding times for all students at each stop via a dedicated app. This means that we know exactly who is on each vehicle at all times.
  - Route tracking software – real-time reporting and monitoring at CoachHire.com's Control Centre
  - Supply of RFID scanner and cards for use by students
  - Tech support
- **Service management**
  - Coach operator management – single aggregated contact point for College with operators. Completion of all legislative checks on operator including record keeping and ongoing maintenance work.

- Live child tracking (parent app) – confirmation of boarding/alighting and monitoring of coach movements. Notification of delays. Messaging the Control Centre/driver of any issues.
- Proactive service tracking – re-routing in case of delays. Set against SLAs.
- Dedicated parent helpline/e-mail
- Timetable reporting
- Passenger reporting – safeguarding and efficiencies would be improved
- **Booking**
  - College branded booking website
- **Added value**
  - Dedicated Account Manager and operations contact from 06.30 to 19.30.
  - Ongoing transport consultancy – route optimisation, support at Open Days, provision of marketing collateral

The meeting considered detail of the costs and the potential savings over the first 4 years of the project. The Exec Team were recommending that BCA introduce the Full Managed Service at the start of the new academic year in September 2019. The tight timescale had been the reason for the initial paper to be circulated in advance of the Corporation meeting. Governors noted that CoachHire.com had separately proposed an interim solution to implement their facility over the summer. The meeting was reminded that although this was an operational decision the total spend over the three years that CoachHire.com had proposed was above the financial authority limit for the Principal and the FD. Governors sought, and were given, assurance that the College had taken up references on CoachHire.com from existing customers; the FD informed the meeting that he had spoken to one large school which was a current customer. Governors discussed the proposal at length and sought further assurances around the safeguarding issues that had arisen or might arise which had led to this proposal. The meeting also considered the sustainability agenda of BCA and how this project would improve the College's carbon footprint. It was noted that the project implementation would be managed over the summer by BCA's sustainability officer.

***The meeting APPROVED the proposal to outsource student transport to CoachHire.com from September 2019.***

### **62/19 Budget 2019/20 and Plan Years 2020/21**

The Finance Director presented the budget 2019/20 and financial plan 2020/21 along with a full commentary. It was noted that as in the prior year, the budgeting model had been constructed based on the College curriculum planning model. It also linked to the ESFA schedules to enable any amendments to flow-through and show any resulting change to the Financial Health category.

#### ● **Year-to-date performance 2018/19 and full year forecast**

The Finance Director (RM) informed the meeting that the forecast for year-end 2018/19 was as presented in the May 2019 management accounts and had not varied for the last few months. The full year forecast operating surplus was forecast to be £175,000 on turnover of £12.275m. Governors were reminded that this was the fourth consecutive year where an operating surplus had been achieved. The meeting was reminded that the Financial Health Grade for 2018/19 would be 'requires improvement' (previously named 'satisfactory') as the points total would be at 170 (180 was required for 'good').

#### ● **College Budget 2019/20 and Plan 2020/21**

The meeting considered the budget and supporting commentary for 2018/19 which clearly outlined the rigour of the budget process and the underlying assumptions. The meeting considered the following documents for the three years from 2018/19 to 2020/21:

Statement of Comprehensive income; Balance Sheet; Cash-flow statement; Sensitivities; and Statement of Ratio analysis and Financial Health Grade. A detailed narrative on the key financial performance indicators over the three-year period was also considered.

**Statement of Comprehensive Income:**

Members noted that the budget 2019/20 showed projected income of £14.761m and an operating surplus of £485,000 at year-end. The meeting noted that the projected total income figure would rise to £15.281m by the end of the two year period with an operating surplus of £614,000 in 2020/21.

Governors sought and were given confirmation that this was a realistic financial plan and had been subjected to detailed sensitivity analysis; GM confirmed that this was required within the SFA template for the budget and financial plan. The Principal also highlighted the additional assurance of the rigorous recent testing by the Transaction Unit (TU) around the budget and financial plan and the ongoing completion of the CFADs model for the TU on a quarterly basis). Other key points were noted:

- ESFA income in 2019/20 had been taken from confirmed allocations; there was no increase in ESFA agency income assumed in 2020/21.
- The budget included an increase in 16-18 and 19+ apprenticeships in 2019/20 but this was assumed as static into 2020/21 (475 apprentices).
- Staff costs as a percentage of income were expected to be 67.03% in 2019/20 and 67.94% in 2020/21 due to increased pension costs and small salary increases. Teaching staff pay costs were based on the curriculum plan.
- Non-pay costs were forecast to be largely constant throughout the 2 year period.

The meeting sought, and was given, assurance that a detailed line-by-line review of all non-pay costs had been carried out by the Finance Director and budget holders.

**Balance Sheet:**

The meeting considered the Balance Sheet over the three year period. Key points noted were:

- Current assets rose throughout the two year period from £1.260m to £1.398m in 2019/20 and then £1.678m in 2020/21.
- The profile of the College's loan repayments had improved significantly following the receipt of restructuring funds in July 2018. Current liabilities were now much lower at £597,000 and falling to £446,000 in July 2020 (compared with £6.6m at July 2015). The ratio for borrowing as a percentage of income was currently 25.39% and would fall to 19.41% by July 2021.
- No movement in the FRS17 pension liability had been included; the confirmed liability would be notified in late August each year.

**Cash Flow:**

The meeting considered the cash-flow statement over the two year period and noted that cash would increase in each of the years as a consequence of learner growth, the surpluses being generated, and careful financial planning and management. Cash would rise from £799,000 in July 2019 to £1.239m in July 2021.

**Ratio Analysis and Financial Health:**

The meeting noted a summary of all ratios and financial health grades used in the ESFA financial forecast model. Governors were pleased to note improvements in ratios over the two years of the 2019/20 budget and 2020/21 plan; the College was predicted to return to a 'good' health grade in 2019/20 and maintain this into 2020/21. The Principal assured the meeting that the budget was prudent and based on what the SLT knew at the moment but had been stress tested on several potential risks to cash flow. GM reminded Governors that the FE sector and future funding continued to be very uncertain. It was noted that the budget 2019/20 would be reviewed in autumn 2019 after the first six weeks

of term when the final enrolment for the year was confirmed and HE recruitment was known. Governors noted all the detailed calculations and work-sheets which supported the budget presentation and the ESFA Financial Health calculation. The Principal highlighted that the budget 2018/19 as presented would enable BCA to largely meet the FE Commissioner's 'Sector Financial Objectives' around surplus, staff costs, borrowing and current ratio (as shown on page 1 of the commentary). Only the required level of current ratio – defined as 'above 1' - would not be met at 0.92 in 2019/20 (compared with 0.59 in the current year). Governors were pleased to note that all 4 FE Commissioner criteria would be achieved in 2020/21 with the current ratio at 1.00. Governors asked for an amendment to the summary table on page 4 of the narrative for future years: the FE Commissioner benchmarks and a column showing BCA performance RAG rated against these should be added. Governors also asked that cash days be added to the cash-flow report. The meeting was reminded that the ESFA and the College management team expected the ongoing Financial Notice of Concern to be lifted in early 2020 after the fourth year of surplus was confirmed by external audit.

Governors sought additional clarification on the assumption included that there would be 10% under-recovery of high needs funding due to the complex system of recovery. The FD (RM) explained the process where BCA was dealing with 13 individual Local Authorities to recover the high needs funding for their specific students. However, RM assured the meeting that BCA had a good working relationship with the appropriate local authority staff and were very rigorous in pursuing all funding that was due. The Principal highlighted that this assumption was a contingency as BCA had previously been highlighted as employing a very efficient recovery system; the FD had spoken at AoC conference to share BCA's good practice in this area. Governors challenged that this assumption might be overly cautious but the Exec tempered optimism as funding rules were often changing and might cause more complexity during 2019/20.

The meeting noted the Annex A Financial Planning Checklist issued by the ESFA and agreed that the budgeting process as undertaken for 2019/20 met the criteria within the checklist. The FD had undertaken a very thorough process and his narrative report was commended.

***The Corporation:***

- i) NOTED the Financial Planning Checklist for the budgeting process.***
- ii) APPROVED The BCA Budget 2019/20 and Financial Plan 2020/21.***
- iii) NOTED and APPROVED the 1% salary increase to all staff, including senior post-holders from 1 September 2019***
- iv) AGREED that the summary table on page 4 of the budget narrative for future years should be amended as highlighted above: the FE Commissioner benchmarks and a column showing BCA performance RAG rated against these should be added.***
- v) AGREED that cash days be added to the cash-flow report***

**63/19 Risk Register/ Board Assurance Framework**

The meeting considered the Board Assurance Framework which clearly detailed the key strategic risks against the five agreed strategic priorities for BCA. This item was now a standing item for consideration at each Audit Committee and Corporation meeting. Changes made since last presented to the Corporation in March 2019 had been highlighted and the meeting noted that the risks had been re-ordered to show the most highly rated risks on the front sheet of the Risk Register. The meeting was reminded that any change to the Risk Register was made after consideration at the Executive Team (the 4 SPHs), SLT, Audit Committee and then Corporation. The meeting discussed the

following changes as well as the key risks which were currently rated as 'red' and the ongoing mitigation that was being provided against their crystallisation:

*Risk 1 'Insufficient Capital investment in the listed asset, specifically Hall Place Mansion. (Risk score at 20 'red'):* The work on the pre-app was still ongoing after its submission to RBWM in December 2018; the formal written response from planners had now been circulated to all Governors and would be discussed later in Part 2 of the meeting. The project to repair Jacob Bancks Room (specifically funded by the DfE from restructuring funds) had progressed; the ceiling repairs and refurb to the room had been largely completed in time for the stakeholder event on 26<sup>th</sup> June 2019 (the flooring was not yet completed). However the issue of securing the requisite funding for the future maintenance of the heritage assets was still very uncertain.

*Risk 2 'Student Transport and lack of effective tracking of learners' (Risk score at 25 'red before and after mitigation'):* The Principal highlighted this new risk which had just been added to the Risk Register. Mitigation for this risk would be effected when the College moved to outsource the management of its Student Transport to Coachhire.com as discussed earlier in the meeting.

*Risk 3 'Secure full registration with the office for Students (OfS) as a matter of priority' (Risk score reduced from 20 'red' to 15 'amber' after mitigation):* The Principal reminded the meeting that the College had now received notice of successful registration with the OfS but there were conditions attached; a quality improvement plan would be monitored by the new HE Oversight Committee of the Corporation as well as the OfS. The meeting noted that the College was still in discussions with the Royal Agricultural University to look at other delivery/ accreditation/ franchising options for the provision of the Vet Physio Course delivered at BCA.

*Risk 3 'LGPS and TPS deficit could be significant. Increase of TPS contributions from September 2019 (Risk score still at 15 'amber'):* The DfE had only confirmed funding to cover the first year of the substantial TPS employer contribution.

*Risk 4 'Insufficiently developed succession planning/ staff retention strategies (Risk score of 20 'red' after mitigation):* The Principal highlighted that this was still an ongoing issue which was largely due to BCA being such a small college and limitations around internal progression for staff. The meeting was given assurance around the ongoing development programme for middle managers and the promotion of CPD for all staff where possible. Governors expressed concern that this risk was still 'red' with no action in place to bring the risk down; the Principal asserted that the small size of BCA made mitigation very difficult but the mitigating actions listed on the Risk Register would continue to be pursued.

*Risk 5 'Safeguarding and H&S legislative and statutory requirements are not met (Risk score reduced to 10 'green' after mitigation):* Governors noted that the Leaders in Safeguarding audit and 'badge' as well as the positive result from the March 2019 Ofsted Education Inspection Framework pilot had been added to the external assurance column.

The meeting spent some discussing the risks around the Apprenticeship provision which had been discussed in more detail at Audit Committee in June 2019. The bottom line contribution for Apprenticeships was still negative (deficit of £115,000 forecast to rise to a deficit of £127,000 in 2019/20). The complex funding system and overly bureaucratic compliance paperwork was proving problematic for Small and Medium Enterprises (SMEs) which formed the majority of BCA's business. There was also a risk around the new apprenticeship 'standards' which would replace the frameworks; these had been written by large levy paying employers so were less relevant for SMEs. The Principal informed the meeting that more work would be done over the summer and into autumn 2019 to look at all strands of the apprenticeship provision and verify income against costs. An update would be brought to the Corporation during the autumn term 2019.

***The Board Assurance Framework/ Risk Register was RECEIVED.***

***An update on Apprenticeship provision at BCA would be brought to the Corporation during the autumn term 2019.***

## **ITEMS FOR INFORMATION**

### **64/19 Estates and Campus Report**

The meeting considered the report which provided an update on following: buildings and facilities – ongoing project updates and planned general maintenance; sustainability; grounds – sports pitches; and the farmed estate. The meeting commended this useful report which continued to give Corporation Members a clear view of the current issues around the wider BCA estate and clearly highlighted achievements and challenges. The Principal reminded the meeting that an element of the Transaction Unit funding was funding the work to replace the residential pipework; this project had now been completed within timescale and budget. The meeting noted the ‘minor works’ taking place over the summer break which would include: improvements to the bottom of the Main Drive; Reception car park; pathway improvements and redecoration works. The two new porta-cabins for Sports/ OE/ PS would also be delivered and installed week commencing 12<sup>th</sup> August (subject to planning approval) so the site needed to be prepared. The meeting noted that an additional update on sustainability along with an Energy Strategy would be presented to the Corporation in September 2019.

***The Estates Report was NOTED.***

### **65/19 Academic Report**

- **In-Year Performance 2018/19; Progress against Quality Improvement Plan (QIP) 2018/19**

The meeting considered the report which was presented by the Vice Principal Curriculum and Students (AE). The meeting noted the summary of progress at June 2019 against the 2018/19 QIP which had been based on the Self-Assessment 2017. This document was now presented as a dashboard of progress against the four key priorities: quality of teaching, learning and assessment in GCSE maths; apprenticeship provision; stretch and challenge; processes to comply with SEND Code of Practice; and the objective to have all teaching staff qualified to level 5 or above. The meeting commended the progress made against each of these during 2018/19 year-to-date and noted the action planned for the remainder of the academic year. The changes to the QIP since last presented were highlighted. The detailed data was considered and members sought clarification on the current attendance rate of 86%; this was compared against a national average of circa 85%. AE informed the meeting that all students had now completed for the year and although results were not yet finalised (some exam results were still awaited) she was optimistic that the performance data would continue on an upward trend for the fourth year.

***NOTED.***

- **Landex Peer Review Visit**

The meeting noted the report from the Landex Peer Review visit which had taken place on 26<sup>th</sup> and 27<sup>th</sup> March 2019. Governors were reminded that Landex – ‘*Land Based Colleges Aspiring to Excellence*’ - was a subscriber organisation with 36 member Colleges and Universities in England and 3 Members in Wales, Scotland and Northern Ireland. To qualify for membership the provider must deliver significant volumes of education and training in land based occupational areas. Landex was affiliated to the Association of Colleges (AoC) and BCA’s membership enabled it to access peer review, training courses and specialist briefing for members. Governors agreed that membership of this organisation added value to management and staff through valuable CPD opportunities

and peer review. It also gave the Corporation an additional source of external assurance. The meeting agreed that the ongoing membership costs of £8-£9,000 per annum represented good value for money.

The Landex Visit had focussed on the specific curriculum areas that had not been subject to a 'deep dive' in the recent Ofsted inspection. The visit had focussed on the clear intention of the curriculum offer, how it was implemented and the associated impact. The detailed report was taken as read by the meeting but Governors commended the positive comments including:

*"There is a clear direction of travel and strategic plan and leaders are clear on the strengths of the organisation and where further improvements are required. This was validated by the pilot Ofsted inspection where the college self-assessment (Ofsted 'good') was validated as accurate."*

The meeting considered the five recommendations for improvement in the report as follows:

- i. How employer engagement in co-design and, where applicable, delivery of curriculum is recorded and evidenced.
- ii. Ensuring all staff are clear about the industry placement and how this differs from work experience. It may be worth providing formal or informal support/training for employers to enhance the quality of mentoring and the development of learners' skills, knowledge and behaviours during industry placements.
- iii. Tracking learners' skills, knowledge and behaviours in all aspects of the study programme towards making them industry ready; relevant apprenticeship standards are a good source of these competencies.
- iv. Using assessment strategies within the current QCF qualification that develop teachers' and learners' skills in exam and synoptic style assessment methods.
- v. Continuing to drive improvement in the pedagogical approach used by teachers to include:
  - a. Questioning to develop breadth and depth
  - b. Challenge to stretch levels of learning
  - c. Flipped learning and initial assessment

Management confirmed that all of these recommendations would be actioned during the new academic year.

### **NOTED**

#### • **Higher Education (HE) Report**

The meeting noted the standing HE Report which highlighted the following headlines of the Higher Education provision at BCA.

Office for Students: As previously discussed in the meeting the OfS had now advised that *"on the basis of updated data that has become available, we consider that the Berkshire College of Agriculture now satisfies initial Condition B3 and may be therefore registered with the Office for Students"*. BCA was included on the Register of HE providers from 30<sup>th</sup> May 2019. However the College was still looking into alternative delivery models for the Royal Agricultural University (RAU) provision and was awaiting a draft franchise agreement from RAU.

In-year student performance: The meeting considered the 2018/19 performance data by programme which showed actual performance 2017/18 and predicted for 2018/19. All final year HE students had passed their course and would graduate this summer.

**Governors asked that future versions of this report included actual numbers of learners.**

New Course Development: The meeting noted that the RAU had now approved the new BSc (Hons) Top Up Animal Behaviour and Welfare subject to final ratification by the RAU Quality and Standards Committee.

Student recruitment 2019/20: The current pipeline indicated 93% achievement of the 2019 target intake. This would be boosted by additional applications expected for RAU programmes via UCAS Extra and Clearing, plus ongoing applications for the University of Reading (UoR) Children's Development and Learning programme (where learners were traditionally late to apply).

- **NSS Results for 2018/19**

The Principal tabled a paper which provided the results of the National Student Survey managed by the Office for Students. The meeting was pleased to note BCA's performance which was above the sector wide benchmark for each of the eight questions. BCA's overall satisfaction score was 100% against a sector average of 83.65%.

***Governors asked that congratulations be passed onto the HE Team for this very positive learner voice.***

***The HE Report was NOTED***

***The Academic Report was RECEIVED.***

## **66/19 Finance Report**

- **Finance Director's Report**

The meeting took the Finance Director's Report as read. This provided additional narrative around the following: 2018/19 financial update; DfE Grant and related matters; cash flow; internal audit; and Teachers Pension Scheme (TPS) contributions. It was noted that the FD had spent a session with the two new governors (CMcG and JS) in the previous week going through the budget pack and management accounts with them.

- **College Management Accounts: May 2019**

The meeting took the Management Accounts to 31 May 2019 as read. These showed a £355,000 operating surplus for the year to date which was in line with the reforecast. The meeting was reminded that the College was now forecast to make a surplus of £175,000 for the full year 2018/19. The FD assured governors that budget holders were being reminded of the need to control expenditure during the last quarter of the year.

The report highlighted the significant variances in income (£28,000 above reforecast at £12.3 million) as follows:

- Adult Apprentices: £32,000 above the re-forecast at £178,000 after the College growth request had been approved.
- High Needs Income: £17,000 below forecast at £1,344,000 due to a timing difference.
- Student Transport: £14,000 above forecast at £239,000 due to better than forecast Land-Based Training income.

Pay costs for the year to date were £18,000 above the re-forecast at £7.52m (not considered to be a material difference). The meeting noted that current staff costs equated to 62.4% of income which was lower than the full year forecast of 64.1% (due to the timing of income). Non-Pay costs were £11,000 adverse against the re-forecast at £4.32m of which: £53,000 was contractors (offset by income from Land-Based Training).

The meeting received the dashboard of financial key performance indicators and the Human Resources data dashboard which accompanied the management accounts on a monthly basis and a detailed cash-flow forecast.

***The May 2019 management accounts were taken as read and RECEIVED.***

**67/19 Applications 2018/19**

The meeting noted a detailed spreadsheet showing applications by curriculum area at 20<sup>th</sup> June 2019 compared with the same point in the prior year. Applications for September 2019 were currently at 1,511 which was 111 higher than at the same point during the prior year. The meeting considered the curriculum areas which were currently behind compared with the prior year: Agriculture, Art and Design, and Foundation. The Principal assured the meeting that she was very confident of a strong enrolment; this would allow BCA to make decisions in 2019/20 with an element of a financial shield. .

***The Applications Report was NOTED***

**68/19 Health and Safety (H&S) Report**

The total number of accidents for the year to date September 2018 to May 2019 was noted as 57; this was significantly lower than the previous year's figure. The meeting noted the details of the two RIDDOR reportable accidents and the three 'specified injuries' involving students. ***GO highlighted an error in the report that these incidences were non-RIDDOR reportable because they involved students rather than employees. The Principal assured the meeting that she would talk to the H&S Manager to clarify the College recording criteria and the H&S report would be amended.*** There had also been three dangerous occurrences which had been investigated by the H&S Manager in relation to a door frame falling and two incidences of lights falling; one in the Sports Hall and one in a classroom. Details of the H&S staff training completed since the last meeting were noted.

***The Health and Safety update report was NOTED.***

**69/19 Audit Committee feedback**

The Chair of Audit Committee (NDG) gave the meeting a verbal update on the recent Audit Committee meeting held on 20 June 2019. The lead audit partner from the College's external audit provider (RSM) had attended the meeting to discuss the timetable and plan for the audit of the College's 2018/19 financial statements. This would take place in October 2019. The meeting also noted that the Audit Committee had received a wholly positive report from external auditors RSM after they had reviewed the mid-year management accounts; this was to mitigate against the risk of 'over-reliance on key personnel'. This had been a useful exercise and would be repeated during 2019/20.

***NOTED***

**ANY OTHER BUSINESS****70/19 Any Other Business**

There was no other business.

The Chair and all the Governors asked the Principal to pass on their thanks to all staff at the close of another very successful year.

The meeting closed at 6.45pm.