

Kirklees College Corporation

CORPORATION

Minutes of a meeting held at 15.05 on 15 May 2020 by Microsoft Teams videoconference

Present:	Mr G Hetherington	Independent Governor (Chair)
	Mr B Blank	Student Governor
	Ms M Carabine	Independent Governor
	Dr A Conn	Independent Governor
	Prof S Donnelly	Independent Governor
	Ms C George	Independent Governor
	Ms M Gilluley	Principal & Chief Executive
	Ms F Hussain-Butt	Independent Governor
	Mr H Linn	Independent Governor (from 16.00)
	Ms L Precious	Staff Governor
	Mr J Royle	Independent Governor
	Mr N Taylor	Staff Governor
	Mr M Varyani	Independent Governor
	Dr A Williams	Independent Governor (from 15.40)
	Mr J Williams	Independent Governor

Attendance: 15/16 = 94% KPI 80% Quorum: 8 (40%)

In attendance:	Mr M Bennington	Vice Principal Corporate Operations
	Ms C Gonzalez-Eslava	Vice Principal Curriculum, Performance & Innovation
	Ms J Green	Clerk to the Corporation
	Mrs B Meara	Executive Finance Director
	Ms J Simpson	Executive Director of HR and Organisational Development
	Mr J Wilkinson	Head of IT and System Development (for Item 8 only)

Item

Action/ Synopsis Item

PRELIMINARY ITEMS		
0	WELCOME AND INTRODUCTIONS	
i	The Clerk confirmed that due notice of the meeting had been given, that the requirement for all persons participating to be able to communicate with one another was satisfied and that the meeting was quorate. It was noted that the meeting had been initiated from the home address of Corporation Chair Mr G Hetherington.	
ii	The Chair welcomed everyone and declared the meeting open at 15.05.	
1	APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST	
i	Student Governor Miss M Jakhrani was not present. Independent Governor Mr H Linn had advised that he would be late joining the meeting due to a prior engagement.	
ii	The Chair invited disclosures of interests and all confirmed that, except as previously disclosed, they had no direct or indirect interest in any way in the business to be transacted which should be disclosed. The Clerk clarified that Governors did not need to declare an interest in the Corporation office-holder role descriptions (Item 14).	

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<p>ii</p> <p>iii</p>	<p>➤ The latest edition of KC Chronicle (providing an update on activities, events and achievements of staff and students) accompanied her report.</p> <p>The status of the Business Critical Performance Indicators (“BCPIs”) was noted. MG drew attention to report Item 3(ii), which set out management’s view on the ongoing and future impact of the lockdown. Governors noted as follows:</p> <ul style="list-style-type: none"> ➤ Apprenticeships funding was the income stream most at risk as it was paid on actual delivery. The College was looking at a sizeable short-fall compared to budget. In compliance with funding conditions, an engagement tracker was being used to identify those apprentices for whom funding would need to be paused, as they were no longer working or engaging with off-the-job training. ➤ For 2019/20 only, there would be no AEB (Adult Education Budget) or Community Learning claw-back and the College would receive its scheduled payments for the rest of the year, subject to it meeting conditions around the provision of online learning. The Community Learning target had already been hit and the College expected to outturn at 85% of its AEB allocation. ➤ The scheduled monthly payments for 16-19 provision (the bulk of the College’s income) would be paid for the remainder of the year. In formulating the financial plan, a judgement would be needed as regards the 2021/22 allocation. This would ordinarily be based on the 2019/20 outturn and no announcements had yet been made about the following year’s funding. ➤ The Student Loans Company would continue to make Advanced Learning Loan fee payments, except where students withdrew from programmes. The engagement tracker would be used to identify any leavers. ➤ In terms of fee income, the College would fall short of its targets for full cost income, FE fee income and HE fee income. The total shortfall figure was provided in the report, together with a breakdown by income line. <p>MG said although the College would not reopen on 1 June, plans for reopening were in place and would be implemented once it was deemed safe and appropriate. She said discussions with the trade unions had been productive and advice from the Association of Colleges had given assurance that the planned approach was in line with published guidance. Describing the arrangements that had been made to accommodate vulnerable learners at the Springfield Centre, she said they appeared to be working well, although only a small number of learners had accessed the provision so far. A Governor suggested that Ramadan may be a factor and this was acknowledged.</p>	<p>Synopsis Item 1</p> <p>Synopsis Item 2</p>
QUALITY AND CURRICULUM ITEMS		
<p>4.1</p> <p>i</p> <p>ii</p>	<p>PANDEMIC LOCKDOWN</p> <p>Ms C Gonzalez-Eslava, Vice Principal Curriculum (“CGE”) outlined the measures that were in place to safeguard learners and support their education during lockdown. She said communication had not been entirely straightforward but positive feedback had been received from both learners and employers and staff had really risen to the challenge of remote delivery.</p> <p>The previous day, several Governors had attended an online governance professionals briefing on safeguarding during lockdown. They were pleased to hear that the College safeguarding team was in regular contact with vulnerable learners and had completed individualised risk assessments. As MG had reported, face to face provision for ‘at risk’ learners was being delivered from the Springfield Centre. Remote pastoral support for all learners was available via progress coaches, while the Counselling Service was providing its usual services, including bereavement support as needed.</p>	<p>Synopsis Item 3</p>

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iii	CGE said although significant efforts had been made to engage with learners, only around 80% had responded. This compared well with other local providers, particularly in Dewsbury which was badly impacted by the pandemic, but naturally there were concerns about the 20% of learners who had not been in touch.	
iv	Governors were pleased to hear that, for those who were engaging with remote learning, it was effectively 'business as usual'. Tutors were using various means to support learners remotely to continue to develop skills, complete practical assessments and progress to the next stage of education, work or training. The new engagement tracker allowed individual engagement levels to be tracked and reported both at faculty level and to the ESFA in compliance with funding conditions.	
v	The College continued to support learners' personal development by offering a virtual enrichment programme with activities such as CV workshops, quizzes, competitions, and cooking, exercise and meditation sessions. Participation levels were rising after a slow start.	
vi	MG said preparations for learners' eventual return to College were progressing well. There was full agreement that any hope of a swift return to normality should now be abandoned and planning should focus on a gradual move from remote to blended learning. A Governor asked about contingency plans for a possible longer lockdown period, specifically in terms of recruitment and enrolment activity and MG agreed that it was critical to plan for this. She said work was already underway to move the relevant processes online but management was still ironing out the finer detail in terms of what the learner experience would be like. Virtual open days had taken place and online tours of the College campus and facilities were available.	Synopsis Item 4
<i>15.40 Dr A Williams joined the meeting.</i>		
vii	CGE explained how examination and assessment grades for the current year would be determined. She said there would be an opportunity to sit exams next year should learners wish to. The Government would not publish any school or college level educational performance data or achievement rates for 2019/20 and Ofsted had paused its inspections programme.	Synopsis Item 5
viii	A Governor urged the Corporation not to underestimate the magnitude of the task facing tutors. CGE agreed, saying Pearsons (the UK's largest awarding body) had initially given colleges just two weeks to rank large numbers of students; 1,300 in the College's case. She said this had been increased to three weeks following an intervention by the Association of Colleges but it was still a tight timescale.	
ix	MG drew attention to National Thank a Teacher Day on Wednesday 20 May. The marketing team was creating a photo-collage featuring College leaders holding 'thank you' banners and it was agreed that Governors should be encouraged to join in.	
x	Action: Governors wishing to take part in Thank a Teacher Day to pose with a message of thanks for teaching staff and send the photograph to Executive PA Ms A Wright.	
4.2	QUALITY IMPROVEMENT PLAN (HIGH LEVEL MONITORING)	
i	CGE spoke to the quality improvement paper, saying there had been no significant changes since the last update just a few weeks ago. Of the eight Areas for Improvement ("Afi"), three were RAG rated 'Green' (compared to four in March), two were 'Amber' and three still could not yet be measured (compared to two in March).	Synopsis Item 6
ii	Governors agreed that, overall, good progress was being made towards the actions identified in the 2018-19 self-assessment and the College seemed to be effectively addressing the additional risks on quality as a result of Covid-19.	

iii	A Governor queried the RAG rating for Afl 2 ('Further develop students' skills in English and maths and ensure more students achieve qualifications in these key subjects'), saying based on the indicators, it seemed closer to 'Green' than 'Amber'. CGE agreed that good progress had been made but said, in her view, it was too early to assert that the aimed-at impact had been achieved, particularly given the emerging concerns around learner engagement due to Covid-19 and as the new Head of Faculty was engaged in a restructure of the area with the aim of better supporting the delivery of teaching and learning.	
iii	It was noted that restructuring would also be taking place in the area of Safeguarding and Inclusion. This was in response to increased demands on the team and the need to increase management capacity (as flagged at the last Safeguarding Committee).	
iv	Referring to Afl3 ('Continue to improve achievement rates in some vocational and apprenticeship areas to enable more students to acquire the skills and knowledge and the aspirations for progression'), CGE drew attention to a drop of approximately 3% in best-case achievement for standards and said this was due to 17 learners on the Adult Care Worker standard being placed a planned break in learning due to the Covid-19 pandemic. She said there had also been a slight drop in framework achievement in this sector, with all other curriculum areas unaffected since R07 for both frameworks and standards due to the significant work that staff had done to keep all apprentices in learning.	
v	<p>Risks were noted around:</p> <ul style="list-style-type: none"> ➤ the growth of higher skills provision and commercial activity for 2020-21; ➤ delay in the completion of apprenticeship programmes and any other qualifications with a practical assessment; and ➤ the learner experience. 	

WORKFORCE**5.1 STAFFING UPDATE DURING LOCKDOWN**

i	Executive Director of HR and Organisational Development Ms J Simpson ("JS") updated Governors on staffing matters. She said the majority of HR processes were continuing remotely. Some departmental restructures had been paused however.	Synopsis Item 7
ii	59% of staff were working from home, with a further 26% partially working from home. In the few cases where recourse had been made to the Government Job Retention (furlough) Scheme, management had opted to top up salaries to 100%. It was agreed that this was a sound investment in staff morale, retention and goodwill, and well aligned with the corporate aim of being an employer of choice (Strategic Objective 5: 'To recruit, motivate and develop a highly skilled, effective and professional workforce'). It was noted that the top-ups were costing around £4k a month.	
iii	In response to a question, JS said the Job Retention Scheme covered wages, National Insurance contributions (NICs) and pension contributions. She said certain restrictions applied to the use of the Job Retention Scheme by employers receiving public funding for staff costs, as the Government expected employers to use the money to continue to pay staff, and correspondingly not furlough them. The College was therefore taking a cautious approach, claiming only for staff linked directly to lost revenue from the closure of Landings Restaurant and the Starbucks outlet.	
iv	A Governor asked whether staff were being required to take annual leave as usual and JS confirmed that they were and that no staff would be permitted to carry more than five days forwards into the next holiday year.	

16.00 Mr H Linn joined the meeting.

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v	JS said the Health and Safety team had been involved in the reopening of the Springfield Centre and was supporting staff working from home, to ensure that safe working practices were followed. As lockdown seemed set to continue for some time, the team was looking to carry out more detailed risk assessments for home workers.	Synopsis Item 8
vi	There was discussion about the adequacy of welfare support services for staff. JS said the provision was good, with “Wellbeing Wednesdays” continuing and all staff having access to a telephone helpline. In response to a question, she said various activities would be running as part of Mental Health Awareness Week.	
5.2	RESULTS OF STAFF SURVEY	
i	Governors were delighted with the Staff Survey results and warmly congratulated management on the across-the-board improvements. MG remarked that the Corporation had made a strong statement in designating ‘Staff Wellbeing’ as one of the College’s “three pillars” to support its mission. This was agreed. In response to a question, MG said management had developed a clear understanding of how the positive changes had been achieved, as well as a strategy to share good practice across the business.	Synopsis Item 9
ii	JS drew Governors’ attention to a slide which showed how the College’s lowest scores compared to the sector. She said a deeper analysis of the survey results would be done to gain a better understanding of why people had awarded the ratings they had, so that common concerns could be addressed.	
<i>16.20 A comfort break was taken. When the meeting resumed at 16.25, all re-joined.</i>		
GOING CONCERN – MATTERS OF FINANCE, REGULATION, LEGAL ISSUES		
6	There was no Item 6.	
7	FINANCE AND ESTATES UPDATE	
i	Executive Finance Director Beccy Meara (“BM”) spoke to her report, saying although operating performance to the end of March had been favourable against the revised budget, she had flagged both the headline performance and the financial health score as ‘Amber’ in anticipation of the impact of Covid-19. An early assessment of the worst case scenario position had been included at Annex 1 and BM had also added the epidemic as a new risk item in her financial risks report. She said the biggest concerns in terms of income lines were apprenticeships, full cost fees and catering operations.	Synopsis Item 10
ii	Governors were pleased to hear that work was already underway to mitigate losses and pull the position back. BM drew attention to Annex 2 to her paper, which showed operating expenses running under budget to the end of March. She said management was looking at whether further savings could be made on non-pay expenditure, to offset some of the income the College would lose.	
iii	Referring to cash-flow, BM said although Annex 6 showed it slightly behind forecast, this was primarily due to the timing of the capital grant receipts from the Council and the LEP (Leeds City Region Enterprise Partnership). As the ESFA had not taken its loan repayment in April, cash levels were now ahead of forecast - but the Treasury had not agreed relief for colleges through this route and the May instalment would be payable.	
<u>Estates Report</u>		
iv	BM’s report highlighted as follows: ➤ Further offers had been received for the Halifax Road site. Heads of Terms were being drawn up with the preferred bidder and would be brought to the Corporation	Synopsis Item 11

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<p>for consideration. Independent Governor Mr J Royle had offered to support management in instructing the College solicitors and this was welcomed;</p> <ul style="list-style-type: none"> ➤ The sale of the Holmfirth Adult Education Centre had completed. The deposit and first instalment of the purchase price would be held on trust for the Holmfirth Adult Education Centre charity, of which the Corporation was the sole trustee; ➤ Good progress was being made with the fit out of Pioneer House. The final drawdown of grant claim had been made and cash had been received from the LEP, as had the balance of escrow monies. No more grant was claimable until 12 months post practical completion, which would now likely be December 2021. Claims evidencing expenditure continued to be made on a regular basis. <p><u>Other Matters</u></p> <p><i>These matters are considered confidential at this stage and therefore the discussion is recorded in a confidential annex at the end of this document and marked Annex 1.</i></p>	
<p>16.33 Mr J Wilkinson joined the meeting.</p> <p>8.1 CYBER SECURITY RISK UPDATE</p> <ul style="list-style-type: none"> i The Chair welcomed the Head of IT and System Development Mr J Wilkinson (“JW”) who, at the request of the Audit Committee, had prepared a report on the College’s readiness for any increased risk of Cyber-attack or system penetration attempts during the lockdown. Earlier in the year, the College’s internal audit service had carried out a review of the controls for ICT security and cyber-crime and JW’s report was organised around the recommendations that flowed from that review. ii Governors thanked JW for his comprehensive report. They agreed that they could take confidence from the actions the College had taken and the fact that the internal audit service had made so few recommendations, none of which were significant. <p>16.40 Mr J Wilkinson left the meeting.</p>	<p>Synopsis Item 12</p>
<p>8.2 AUDIT COMMITTEE REPORT</p> <ul style="list-style-type: none"> i The Audit Committee minutes were received and the items of report were noted. The Committee Chair, Mr A Williams (“AW”) shared the Committee’s recommendations for the Corporation. 	<p>Synopsis Item 13</p>
<p>9 AMENDMENTS TO FINANCIAL REGULATIONS, INCLUDING APPROVAL OF FRAUD POLICY AND FRAUD RESPONSE PLAN</p> <ul style="list-style-type: none"> i The Audit Committee had reviewed the College’s Financial Regulations and was recommending some minor amendments for approval, as outlined in BM’s report. A new Anti-Fraud Policy and Fraud Response Plan had been produced and these were also recommended for approval. ii A Governor commented on the Chair of Corporation’s role in the whistleblowing procedure and asked whether his College email address was monitored. The Clerk confirmed that it was. iii Another Governor queried whether, in the financial delegation limits and thresholds section of the Financial Regulations (Part B of Appendix J), there should be different thresholds for the Executive Director of Finance (up to £100,000) and ‘an Executive Team Member’ (up to £250,000) when these could be one and the same person. It was agreed that the authority limits for the Executive Finance Director should be deleted. 	

Item	Action/ Synopsis Item
iv <u>RESOLVED:</u> (i) Subject to the agreed amendment to the financial delegation limits and thresholds section at Part B of Appendix J (as minuted), to accept the Audit Committee’s recommendations in respect of the Financial Regulations and approve management’s proposed amendments, adopting the revised version with immediate effect. (ii) To approve the new Anti-Fraud Policy and Fraud Response Plan and adopt them with immediate effect.	Synopsis Item 14
10 APPOINTMENT OF FINANCIAL STATEMENTS AUDITORS i The Corporation considered the Audit Committee’s rationale for recommending the reappointment of Grant Thornton UK LLP to carry out the 2019/20 financial statements audit and agreed that this was the best course of action in the circumstances. ii A Governor had heard anecdotally that the audit market for colleges was becoming increasingly difficult. BM explained that the new framework colleges were working to had increased the work of external audit and audit firms had been flagging a potential increase in costs. There was discussion about the need to raise this with the ESFA as a sector and BM said she would raise it at the next ‘keeping in touch’ meeting. iii <u>RESOLVED:</u> (i) To accept the advice of the Audit Committee and approve the re-appointment of Grant Thornton UK LLP as the College’s Financial Statements Auditors.	Synopsis Item 15
11 MODERN SLAVERY STATEMENT i JS presented the proposed Modern Slavery Statement, explaining that it outlined the steps the College had taken in the previous financial year to ensure that slavery and human trafficking were not taking place in its supply chains. ii A Governor observed that, in the local Kirklees community, modern slavery was present in many guises. The Governor said it was not only important for the College to ensure that there were controls in place in respect of its supply chains; learners were also vulnerable to being targeted and exploited and the College should take steps to raise awareness of this risk as part of its safeguarding activities. This was agreed. Student Governor Mr B Blank commented that this would tie in well with a project he had been working on pre-lockdown around preparing students for working life. iii Governors emphasised the need to build the annual refresh of the statement in to the business calendar as soon as the College accounts were finalised. iv Action: Clerk to diarise an annual refresh of the Modern Slavery Statement for January or February. v <u>RESOLVED:</u> (i) To reiterate the Corporation’s commitment to understanding modern slavery risks and ensuring that there is no modern slavery in its own business and supply chains. (ii) To note the preventative steps the College is taking (and intends to take) to avoid the risk of modern slavery occurring within its services, particularly within the higher risk areas identified in the Modern Slavery Statement. (iii) To approve the Modern Slavery Statement for publication on the College website.	Synopsis Item 16

Item		Action/ Synopsis Item
12	SUBCONTRACTING DELIVERY FEES AND CHARGES POLICY (SUPPLY CHAIN)	
i	BM advised that the Corporation was required to approve a subcontractor supply chain policy for publication on the College website. She presented the document, highlighting the minor changes from the previous year's version that were proposed and said it contained all necessary requirements and had been reviewed and agreed by the Subcontract Management Group. It would sit alongside information published annually on subcontractors worked with, size of contract and funding paid and retained for the academic year.	
ii	<p><u>RESOLVED:</u></p> <p>(i) To approve the Subcontractor Supply Chain Policy 2020/21 for publication on the College website.</p>	Synopsis Item 17
13	STRATEGIC RISK MANAGEMENT REPORT	
i	BM spoke to her paper, explaining that a full refresh of the strategic risk register was underway following a shift in management responsibility at the start of the academic year. She said the two main risks for the College presently were the adequacy of its response to Covid-19 and the completion of the Pioneer House project, both having been reported on earlier in the meeting.	
ii	Governors welcomed the move to review and rationalise the strategic risks and agreed that a review of their corporate risk appetite should also be undertaken.	
iii	Action: A strategic risk session to be arranged for the Corporation.	BM
iv	<p>Action: The July Corporation to receive a refreshed:</p> <ul style="list-style-type: none"> • Risk Management Policy; • Risk Management Procedure; and • Risk Register with inherent risk assessment 	BM
GOVERNANCE		
14	CORPORATION OFFICE HOLDER ROLE DESCRIPTIONS	
i	The draft role descriptions were discussed. A Governor queried whether it was necessary for the Safeguarding Link Governor to chair the Safeguarding Committee. It was agreed that it wasn't and that the role description should be amended accordingly.	
ii	<p><u>RESOLVED:</u></p> <p>(i) Subject to the amendment to the Safeguarding Link Governor role description as minuted, to approve the role descriptions for the Corporation Chair, Corporation Vice Chair, Chair of Audit Committee and Safeguarding Link Governor.</p>	Synopsis Item 18
15	CORPORATION MEETING DATES 2020/21	
i	The Clerk reported that while progress had been made on scheduling for 2020/21, due to other priorities there was still work to do before the proposed dates and skeleton meeting agendas were shared with the Corporation. She said any Governor who wished to feed in at the planning stage could join the Microsoft Team where the proposed schedule was being shared.	
16	PUBLICATION OF AGENDA PAPERS	
i	<u>RESOLVED:</u>	

Item	Action/ Synopsis Item
(i) All items marked with an asterisk on the Agenda, together with the confidential minutes of the previous meeting, shall be deemed confidential and excluded from publication in accordance with clause 18.2 of the Instrument of Government.	
CHAIRS' REPORTS	
17	CHAIR AND VICE CHAIR'S REPORTS
i	The Chair fed back from an AoC webinar he had attended with other college chairs. The attendees had discussed the importance of lean governance in responding to crises. It seemed the Corporation was ahead of the curve in this respect.
PAPERS FOR ASSURANCE/INFORMATION PURPOSES ONLY	
18	ESTATES STRATEGY ADVISORY GROUP MINUTES
i	The minutes were received and the contents noted.
19	USE OF CORPORATION SEAL
i	The report was received and the contents noted. MG advised that the seal had also been used for the documents effecting the sale of the Holmfirth Adult Education Centre.
ii	<u>RESOLVED:</u> (i) To ratify the use of the seal.
20	USE OF THE WRITTEN RESOLUTION PROCEDURE
i	The report was received and the contents noted. The Clerk advised that, since the report was circulated a further written resolution had been passed relating to the sale of the Holmfirth Adult Education Centre and the appointment of a second trustee. The names of those who had supported the resolution would be shared at the next meeting.
21	DATE OF NEXT MEETING
i	Friday 10 July 2020 at 3pm.
22	CLOSE
i	There being no further business, the Chair declared the meeting closed at 17.30.

Synopsis

#	Details	Minute
1.	The Business Critical Performance Indicators (“BCPIs”) were monitored and a report was discussed which set out management’s view on the ongoing and future impact of the lockdown, based on factors including funding body policy.	3 ii
2.	Plans for the College reopening and arrangements for vulnerable learners were discussed.	3 iii
3.	The Corporation was updated on the measures that were in place to safeguard learners and support their education during lockdown.	4.1
4.	The meeting discussed contingency planning for a possible longer lockdown period, specifically around recruitment and enrolment activity.	4.1 vi
5.	Management explained how examination and assessment grades for the current year would be determined and there was discussion about the burden on College tutors.	4.1 vii
6.	The Corporation monitored the quality improvement plan and agreed that, overall, good progress was being made towards the actions identified in the 2018-19 self-assessment and the College seemed to be effectively addressing the additional risks on quality as a result of Covid-19. Risks were noted around: <ul style="list-style-type: none"> ➤ the growth of higher skills provision and commercial activity for 2020-21; ➤ delay in the completion of apprenticeship programmes and any other qualifications with a practical assessment; and ➤ the learner experience. 	4.2
7.	The Corporation received an update on staffing matters, including the numbers of staff working fully and partially from home and the numbers subject to Government Job Retention (furlough) Scheme.	5.1
8.	A report was received on the activities of the Health & Safety team during lockdown.	5.1 v
9.	The outcomes of the Staff Survey were reported and Governors congratulated management on excellent progress since the previous survey.	5.2
10.	Risks to the headline performance and financial health score arising from the lockdown were highlighted and Governors discussed an early assessment of the worst case scenario position. Covid-19 had been added as a new risk item. The meeting discussed the work underway to mitigate losses and pull the position back.	7
11.	An update on estates disposals was received and Governors noted that further offers had been received for Halifax Road, the sale of the Holmfirth site had completed and the work on Pioneer House was progressing well.	7 iv
12.	A report was received from the Head of IT and System Development on the College’s readiness for any cyber-attack or system penetration attempts during lockdown and Governors satisfied themselves in terms of the control framework and risk level.	8.1
13.	A report from the Audit Committee was received.	8.2
14.	The Corporation approved amendments to the Financial Regulations and approved and adopted a new Anti-Fraud Policy and Fraud Response Plan.	9 iv
15.	The financial statements auditor Grant Thornton was re-appointed.	10 iii
16.	A Modern Slavery Statement was approved for publication on the College website.	11 v
17.	The Subcontractor Supply Chain Policy for 2020/21 was approved for publication.	12 ii
18.	Role descriptions were approved for the offices of Corporation Chair, Corporation Vice Chair, Chair of Audit Committee and Safeguarding Link Governor.	14 ii