

CORPORATION MEETING

Minutes

Date	19 October 2016	Time	14.00 - Meeting
Venue	Station Plaza Boardroom		
Chair	Tony Campbell OBE KSG FRSA		

Membership: Tony Campbell OBE KSG FRSA (Chair); Pat Farmer (Vice Chair); Principal (Clive Cooke); Staff (Support) Governor (Debbie Baldock-Apps); Staff (Teaching) Governor (Karen Cunnington); Dr Diana Garnham; Harry Harris; Simon Hubbard; Graham How; Vic Kempner; Caroline McKiddie; Student President (Tsunjai Mujera); Derek Stevens; Sue Walton
In attendance: VP Corporate Services (Biram Desai); VP Enterprise, Employment and Skills (Dan Shelley); VP Curriculum (Jim Sharpe)

Apologies:

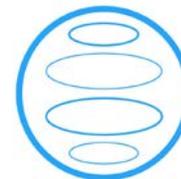
University of Brighton presentation

Prior to the meeting the Corporation received a presentation from the University of Brighton's Vice Chancellor Professor Debra Humpris and the Deputy Vice Chancellor Professor Chris Pole discussing their aims and aspirations for the University Centre.

The Chair of Corporation thanked them for coming to the College to meet with governors and explained that the Corporation welcomed a sustainable HE presence to the College and the area. He noted that the presentation will add to the information that the Corporation have been receiving from the Principal and VP EES regarding the future role of the University in the area of Hastings and Rother and the role of the College in partnership with the UoB. This presence will underpin the on-going regeneration programme required for the socio economic development of the region.

The Vice Chancellor noted that she was delighted to attend the meeting. Her presentation described the aims and aspirations of the UoB and her role since appointment in December 2015. Main points included:

- Her role is closely connected in leading change with a clear direction from the UoB board about longer term strategy for UoB
- SCCH's relationship with Hastings has been long and enduring and the College makes a big contribution to the young people of the area
- The UoB has attempted to ensure HE is available in Hastings. However a set of circumstances and challenges since 2012 including tuition fees, the lifting of the cap on fees, reduction of HEFCE grants, new providers coming into the market and the HE Research Bill going through has caused increasing problems for the University
- The Apprenticeship Levy is an important opportunity for education
- Partnerships have to evolve and change in the context of the challenges
- The UoB and SCCH have been in discussions about how to shape a sustainable future for HE in Hastings. To date the conversations have been very productive
- The current model failed to achieve and the UoB doesn't want to be in that situation again. The model needs longevity. It is unlikely that the challenges for HE will get any

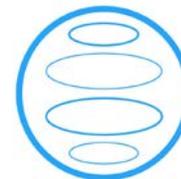


less or diminish. The aim is working together in a constructive partnership to find a sustainable model to support people's aspirations and to provide the best quality teaching

- Professor Chris Pole, Deputy Vice Chancellor is leading for the UoB working closely with the VP CS Biram Desai and the VP EES Dan Shelley. Discussions are around sustainability for HE in the area.

The DVC Professor Chris Pole presented and the following areas were discussed:

- The UoB continues to engage with the region in other activities, providing support for Hastings Academies Trust in both primary and secondary schools. The UoB is proud that St Leonards Academy is in the top 10 achieving secondary schools in the country
- The UoB spends £9m a year on widening participation and a large proportion of this will continue to be spent in Hastings and the surrounding area
- It is an increasingly competitive market for universities. The UoB has 5 different sites and the sustainability of the Hastings campus has proved to be a challenge. It is not attracting sufficient students to be sustainable. The campus is operating with an over expensive system, the UoB brings in staff from other campuses to serve the campus, there have been a wide range of courses for 13 years, some which have worked well and others less so. The critical mass for success was 1500 students and the highest enrolments have been just over 800. When the campus was established there was 5 universities involved (Sussex, Chichester, Greenwich, Open University and UoB) and the UoB are the only ones to remain
- The DVC outlined a number of options available. He noted that the University has invested a lot of money but is unable to make the current model work. It is not content to close the door on HE in Hastings and remains committed to finding a way of maintaining robust high quality HE in the town. The UoB approached the Principal of SCCH and then later met with the Chair and Vice Chair of Corporation. The vision is establishing a University Centre in the town where the UoB would locate a number of courses and to provide a foundation on which to grow
- The DVC noted that there are a lot of examples of co working in FE and HE in the sector. Optimum size is 5-600 students to enable the model to become viable and provide a surplus for further investment. There are examples of populations of around 1000 students. Over the last few months both parties have worked hard to establish what kinds of courses would be based at the centre, how the model would work in terms of staffing, facilities and location and are working through these issues
- Underpinning the discussion there has to be a real emphasis on what the market will support. Universities are very similar to businesses these days and have to have a keen eye on what the market will support
- The proposal is that in 2017 the University Centre will be launched at Hastings. There is a process to follow including registering a name for the centre and acceptance by HEFCE and the DfE for the first cohort of students. Staff from the college will run and teach the programmes which will be validated by the UoB. This a key marketing tool showing that students can study locally for a fee that is lower and can graduate with a BA/BSC that is awarded by the UoB
- The DVC reported that there has been a great deal of concern addressed by the people of Hastings about the UoB closing its campus in Hastings and it is was not the UoB's intention to cause harm and hurt but the UoB realise that has happened. The UoB is currently engaged in an open consultation until the 30 November about the proposal and is engaged in a range of focus groups. It is not a consultation about whether to go down the current route but is about what the shape, size, colour, feel, provision, mode



of studies and disciplines the centre would embrace. He noted that it is not a wish list and the University will not be able to do everything but will be aware of aspirations of the community. Everything agreed is contingent upon the outcome of the consultation which is being conducted by an external company. The next step will be for the consultants to write a report on the outcomes of the consultation which will go forward through the University's machinery of governance - the University Management Board, Academic Board and finally to the University Board of governors on the 16 December. He noted that the College would be involved in these governance arrangements and the issues will be discussed further at the Corporation on the 8 December.

The Chair of Corporation thanked the VC and DVC for their presentation and noted the UoB's picture of the sustainable HE model for the future is also an aspiration of the SCCH Corporation. He asked governors for any general questions and noted that full discussions would take place as part of the Corporation agenda. Questions and discussion included:

- **Where are other examples of university centres and satellites?** The DVC reported on Solihull, Peterborough and Surrey. He explained that the Peterborough model is the closest fit to where the University Centre is aiming with around 800 students and a good relationship between Peterborough College and the Anglia Ruskin. The Solihull model is more wide reaching than the current ambition with courses located in the University Centre other than degree level. However it is another possibility to explore. He noted that a detailed paper has been produced with examples of 7 institutions. The VP EES agreed to circulate to Corporation members
- **How would the accrediting of degrees ensure the standards of quality and reputation?** The DVC reported that the UoB has very demanding measures in place. The degrees would be compliant with rigorous quality insurance. The UoB has been validating degrees from SCCH for 20 years. There are robust mechanisms for quality assurance which has received the support of the QA. If standards are not up to scratch the University will work with partners to raise standards. The VC noted that it is imperative that students graduating from the centre have the same standard of education as the UoB and any other university
- **What is the timescale moving forward?** The next milestone is taking a model to the boards in December. The University will continue to work with the VP EES and colleagues to on the provision being offered. These have already been identified pending the outcome of the consultation. The College will need to move quickly running open days, marketing and recruiting the first cohort for end of September 2017. It was noted that it is not a prospect of filling the University Centre with 500 students overnight
- **What is happening with the existing University premises in Hastings?** The DVC reported that this is an item of business for both sets of governors. It depends of the size and scale of where the centre will get to and the economics involved. The VC has shared with the college the full economics of the buildings including mortgages. She noted that the University wants to see if there are other sources of funding to support developments. It has to be a sustainable model from the start. The University is where it is because the world has changed
- **Would there be educational input from the University including a relationship between the College and University teaching staff to cover specialist areas College staff are not able to resource?** The DVC noted that the University is committed to remaining in Hastings for the next 3 years. Whilst it is in the town there

VP
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may be scope for expertise and support. After that period the University will need to look carefully at the economics. He noted that research shows that the title of University in the College's name boosts recruitment to the HE offer just by the use of the word university. The University would continue to support the centre via validation and QA work to support courses to get to the right level of delivery. The detail needs to be worked up. The VC noted that there may be opportunities for sharing of teaching resources for example with staff wanting to take more flexible approaches to their working lives, she noted that split contracts are commonplace in HE. Academic staff and staff development already share resource with the schools and academies and this could be extended to the centre. The aim of professional development is how to develop and maintain academic standards

- **Does the consultation ask for views of local people on the types of study available?** Widening participation, degree apprenticeships and HE opportunities for people who have not considered it is a real opportunity. It was noted that there is a new pot of money from HEFCE- The National Collaboration Outreach Programme where institutions can bid to carry out widening participation activity and focus on degree and Higher apprenticeships, CIPD and AAT level 4. The programme starts in January 2017 and potentially last until 2020. The DVC noted that the consultation does outline a number of opportunities and has been circulated to a wide range of people with up to 10 focus groups. The consultation has spoken to in excess of 100 people
- **Do the discussions address the opportunities around the Apprenticeship Levy?** The UoB has held discussions with the Chair of ESCC looking at what is locally relevant for employees. She noted that apprenticeships are a real opportunity in the area. There is work underway with the Nursery and Midwifery Council on re writing regulations and bringing in an Associate Nurse with a route through apprenticeship. The NHS is looking at a new way to create its future workforce.
- **Does the UoB have a view on the College working in partnership with other universities?** The VC noted that University operates in a market governed by the Competition Act and the College is an autonomous institution with its own governance. There are implications for working with other institutions with sets of conversations that need to happen. She noted that the University would hope to find constructive ways forward and that who the College works with is entirely up to them. The VP EES noted that the College already works with Pearson and UCLAN

The Chair of Corporation noted that there are red lines which the College is very confident to overcome with further discussion with the University. Full and frank discussion around the significant challenges and discussions around how to work in partnership are crucial in moving forward. Today's presentation and discussion has provided governors with a real feel for the situation and a flight path to what is happening.

The VC/DVC of UoB depart (14.50)

	Item	Action
1.	Apologies There were no apologies noted.	
2.	Declarations of Interest Simon Hubbard declared an interest as an employee of Hastings Council. Harry Harris and Caroline McKiddie declared an interest as employees of East	



	<p>Sussex County Council. Pat Farmer declared his membership of the Hastings and Rother Task Force. DG declared an interest as a member of the Construction Industry Training Board (CITB). Sue Walton declared an interest as an employer at Pestalozzi.</p>	
3.	<p>Chair's Introduction The Chair reported that the Area Review outcomes have been delayed with no published date at the current time. The Principal reported that the delay was due to a freedom of information request for the steering group meetings by UNISON and UCU. A Mocksted is planned. The Chair noted the importance of the inspection to underline the role of the Corporation. Chairs of Committees will be involved and questioned as part of the process.</p>	
4.	<p>Minutes of the last meeting RESOLVED: The Corporation considered and approved the minutes of the meeting held on the 29 June 2016 as a true and accurate record. Proposed: PF; Seconded: VK; CARRIED</p>	
5.	<p>Matters arising on the minutes were noted as completed, on going or on the agenda. Points raised included:</p> <ul style="list-style-type: none"> • Risk management – this is currently going through the committees to establish the 2016-17 strategic risk register. • Impact of governance – following the meeting the Governance Committee will evaluate the meeting directly after the meeting. The aim is to continue this process after every Corporation meeting to provide more understanding of the impact of governance from meetings and to shape future agendas and cycles of business • The Corporation asked for an updated on the previous performance issues of one subcontractor. The VP EES confirmed that mechanisms were put in place and issues are resolved. The issues were mainly around risk for timely success and interventions put in place have worked. 	
6.	<p>Sussex Coast College and University Centre Hastings update (some confidential notes) The VP EES reported that discussions have been on going with meetings every 6 weeks with the UoB. The VP EES reported as follows:</p> <ul style="list-style-type: none"> • Short, medium and long term targets are being set. In the short term the College has to get the offer out to the market. Enrolment numbers have held up for 2016-17 and it is important to maintain them. A temporary solution by December is needed and the more knotty issues can be addressed at a later point • The Corporation questioned what the offer will be and the VP EES confirmed that there will be 3 new top ups in Engineering, Computing and Business • There has been a tacit agreement to potentially extend name to Sussex Coast College and University Centre Hastings, with the understanding that this can be chopped up to meet different markets and provide a range of marketing opportunities • Sustainable accommodation into the future is a key part of the partnership. This has been the biggest shift by the UoB with a move from discussions around partnership to a much more transactional agreement with a very 	



commercial slant on buildings and equipment. Flooring one side of the 5th floor for HE space may be affordable and the College is asking the UoB for support with that. Longer term the College needs to know where the University Centre will be placed as this affects cost and the number of students that can be accommodated

- There is a SELEP capital investment bid being submitted for first year student accommodation to encourage students to the Centre. ESCC have launched a fund scheme which the VP EES noted is being applied for by the College
- One governor questioned the plot of land adjacent to the College and agreed to check with planning if any applications were in progress
- Lets to Share is being explored. The model takes a derelict building with retail space and develops jobs for students in the retail area and accommodation above
- It was noted that an informal visit to the Planning department would be a useful exercise when looking into student accommodation. SH noted he was happy to arrange
- It was noted that the University buildings are government and SEEDA funded. Covenants on two of the three are for educational purposes and any future change of use would require planning permission. It was agreed that the estates part of the partnership is very important to allow the University Centre to grow
- The Vice Chair reported that the existing MoU is not adequate and voiced his concerns about not having a Corporation member on the UoB board due to there being no vacancy at the current time
- The Chair noted that there should be political figures behind the College at this time to support negotiations
- **RESOLVED: It was agreed that the Corporation would maintain its red line considerations with any changes coming to the Corporation for consideration**
- The Vice Chair noted that a meeting of the Hastings and Rother Task Force tomorrow will be looking at a study funded by 3 of the local authorities into the potential future of HE in the area. Following the meeting it will become a public document and it would be useful for the Corporation to have sight of
- The VP EES concluded that the College was trying to accommodate a university atmosphere at the University Centre, preferably in a separate building
- It was agreed to look in more detail at the Peterborough model
- The Chair confirmed that the University Centre was a standing item on the IWG agenda who would take forward discussion and report back to the Corporation. The next meeting is on the 31 October.

SH

		<p>PF</p> <p>SLT</p>
<p>7.</p>	<p>Principal's briefing (see full report for details) The Principal took the report as read and highlighted points as follows: Apprenticeships – if the government proposal on subcontracting goes ahead it poses a significant risk to the college which currently subcontracts £4m worth of delivery to partners. Subcontracting represents over 100% of the College's annual operating surplus. Sussex Skills Solution is moving forward and is on the agenda of JWG meetings. DfE Post 16 Skills Plan – this is another attempt by government to get parity between the academic provision and vocational curriculum. At the heart of the plan is the putting in place of a high quality technical curriculum which fits with the wider education and training system. Enrolment 2016- went well and was well organised. The data shows good news with the College being 10% above target (170 students). There is room to move students between provision and to another college or provider if the College can't meet their needs. In the light of the falling 16-18 demographic the College has done extremely well. CmC agreed to share enrolment data when received. 19+ early enrolments are encouraging and the College doesn't anticipate any concerns. HE applications are on target with 2 students above target. The Principal noted that at a recent FE Sussex meeting it was confirmed that no other FE college was on target to achieve HE numbers. Apprenticeships are up from last year with no areas of concern. Financial statements – the External Auditors are in College and the College is not anticipating a qualified audit report. The College remains on target to score Satisfactory Financial Health however the College is lower down the score and closer to Inadequate Financial Health The College is awaiting the outcome of the 2016 triennial valuation of the LGPS pension scheme which will set contribution rates from 1 April 2017. Changes will have a full year effect in the year to July 2018 and will be factored into business planning for 2017-18.</p>	<p>CmC</p>



	<p>Inspection preparation – the College comes back into Ofsted inspection scope on Thursday 2 February 2017. Under the current CIF this could potentially be a two day inspection. However based on recent trends it is more likely to be a full five day inspection. AoC concerns about over reliance by inspection teams on English and maths has been shared with Principals. There have been a significant number of down gradings and the inclusion of English and maths in overall data has declined achievement rates reducing the national averages for 16-18s with more colleges falling down a grade in inspection.</p> <p>Sussex Skills Solution – a sales director has been appointed. The branding and website has been developed and launched. Sponsorship of a lounge at AMEX is in place. A county wide £1.9m ESF bid has been submitted that will if successful provide a series of pre apprenticeship programmes and link candidates to SSS jobs. The two sales teams have had a number of team building sessions to begin the alignment process. A number of dinners have been set up with employers in Hastings, Brighton and Eastbourne to help employers understand the levy and provide information. An ex national Director of Apprenticeships from the SFA is on board to speak with employers.</p> <p>KPI dashboard The VP CS reported that SLT are refreshing the dashboard for 2016-17. This will go through Committees this term to be approved by the December Corporation. Growth income is ahead of budget and surplus is maintained. Staff costs percentage of income is below the sector average and the College is operating efficiently. Funding forecasts have landed on or above predictions. The current bank balance is relatively pleasing and the College is operating within banking limits. The VP EES reported that Employer satisfaction is 9.8, the College's highest score. Apprenticeships currently have a timely success of 67% and overall success rates of 83%.</p>	
8.	<p>Curriculum, Quality and Standards The VP C&Q reported as follows:</p> <ul style="list-style-type: none"> • There are many areas of strength and some clear areas of weakness. The profile is too spiky. The majority of College provision has done well and managers can isolate problems to specific areas • For 16-18 there has been a decline in achievement on 2014-15 overall and this is attributed to 3 areas –A level, AS level, English and maths and Pathways • Pathways accounts for 8% of total starts. It is an important provision for the College and serves a local/regional purpose. confidential note • In E&M both Functional Skills and GCSE are above national rates but below what is needed to pull up overall achievements. A*-C remains the key metric and is still below the national rate. AoC strongly suspect national rates will go down with GFE A*-C going down to under 20%. The College now has 202 GCSE students alone and is running another 20 classes a week • In A levels there were problems around the AS results • The greatest challenge is the inconsistent quality of teachers and the difficulty in recruiting highly qualified teachers. Last year a number of good teachers left the College. 	



- For 19+ the vast majority of college provision has moved up significantly or is above the national rate
- E learning can't be compared to classroom based. Achievement rates are moving up already this year and quality assurance is very good.
- The Colleges SLDD provision is now over 200 students with a 97.5% achievement rate (5% above national rates)
- The VP C&Q noted that it is important not to focus too closely on headline achievement rates and explained that Ofsted now have a focus on progress and the detail below the headlines. The College is being mindful to look at the new DfE attainment data.
- GCSE E&M and A level provision are the issues. The large majority of learners make good progress against national rates, however data is too spiky and the College has got to be brutal in the self assessment and QIP
- The Chair reported that an informal CQS meeting had been set up by the DP last year. The first meeting has taken place and identified the 4 key areas of concern governors need to drill down into
- The Corporation agreed that the quality of teaching and the difficulty recruiting and retaining staff are key risk factors. Finance is needed to bring in staff. The VP C&Q reported that two highly experienced A level maths teachers are joining the College in October and January. The Corporation questioned why staff are leaving the College and the VP C&Q reported it is for money and opportunity. The College has amended the management structure removing the glass ceiling and unifying the pay scale to try and meet the market need
- ESCC are carrying out research to identify why there has been an increase in young people dropping out of education with no training and whether the government priorities on English and maths are driving young people away from opportunities to learn and train. The Corporation agreed it would be useful to receive the analysis

Overview of inspection preparation. The VP C&Q provided further detail on Ofsted preparation. Level 3 and Level 2 managers are assigned leads for lines of enquiry and are responsible for producing position papers, ensuring compliance and ensuring policies are up to date. For leadership and management there are common questions coming through the CIF and these will be focused on in addition to the SAR and QIP. The College is working closely with David Fork at the AoC who has been helpful at contextualising data which helps with Value Added, GCSE and E&M.

9. **July Management Accounts**
The VP CS reported as follows:
- The College is reporting an operating surplus of £620k, with a pay costs ration slightly better than budget at 63.4% of income
 - The out turn does include the assumption that over delivery will be paid on Adult Apprenticeships
 - Achievement of Satisfactory Financial Health at July 2016, although close to borderline of Inadequate
 - Pass on bank covenants tests
 - Accounts are being completed this year under FRS102. College net assets are likely to be around £1.0m at July 2016 following pensions and FRS102 adjustments (compared to £72m last year)



	<ul style="list-style-type: none"> Balance sheet share of LGPS deficit increases from £7.6m at July 2015 to £8.9m at July 2016 <p>A query around student debt in the debtors report was raised and the VP CS confirmed that the £304000 of debt that is over 3 months old is attributable to the instalment plans for HE students which are set by the student financing firm. The Corporation questioned whether there had been any update on the CPO provision. The VP CS noted that there had been no correspondence since the meeting last year with the BIS legal team. The College is not actively chasing the matter and it is accounted for in the budget.</p>	
10.	<p>Student President's briefing (see full report for details)</p> <p>The Student President updated the Corporation on the Student Union Working Group which will report back to the Corporation at its next meeting in December. She updated governors on current plans and activities and future plans. The Vice Chair questioned what had happened to the Student Union office and why there was no alternative permanent space allocated for the Student President. DG reported that the matter will be a key recommendation for Corporation in December. The VP CS confirmed that an appropriate space will be found.</p>	VP CS
11.	<p>Report from the Governance Committee</p> <p>To approve:</p> <p>The Chair of the Governance Committee reported that recommendations on key items on the agenda are being presented as the Committee was not quorate to hold a full committee meeting. (DG departs: 16.10)</p> <p>The Corporation considered the recommendation:</p> <ul style="list-style-type: none"> Diana Garnham to be appointed as an independent governor for second term of office from 05.12.16-04.12.20 <p>and considered the accompanying details on attendance, contribution, skills and experience. They agreed with the recommendation. RESOLVED: The Corporation approved the re appointment of Diana Garnham for a second term of office from 05.12.16-04.12.20. Proposed:VK; Seconded: SH. CARRIED (DG returns: 16.15)</p> <p>The Corporation considered the recommendation:</p> <ul style="list-style-type: none"> Steve Baldry to be appointed as a coopted governor on the CQS Committee for a one year period from 19.10.16-18.10.17 <p>and considered accompanying biography and input from the Chair of Corporation. RESOLVED: The Corporation approved the appointment of Steve Baldry as a co-opted governor on the CQS Committee for a one year period from 19.10.16-18.10.17. Proposed:VK; Seconded: SH, CARRIED</p> <p>The Governance Quality Improvement Plan</p> <p>The Chair of Governance Committee explained that the QIP included suggested actions, work in progress and the opportunity to put solid measures for impact of governance. He noted the importance of feeding the QIP into the SAR and outcomes of the Governance SAR to be used to strengthen the Governance QIP. RESOLVED: The Corporation agreed the Governance QIP.</p>	VK
12.	<p>Report from the Finance and HR Committee</p>	



	<p>The Corporation took the report as read. The Vice Chair of F&HR explained that the policies had been considered in detail by the Committee and a small number of suggested changes had been implemented following the meeting. The policies were considered and approved subject to one amendment:</p> <p>RESOLVED: The Staff Disciplinary Policy was approved subject to including the importance of safeguarding and Prevent as examples in Paragraph 8.2. RESOLVED: The Staff Code of Conduct was approved. RESOLVED: The Financial Regulations were approved RESOLVED: The Health and Safety Policy was approved Proposed: SW; Seconded: DG. CARRIED</p> <p>The Corporation asked that either tracked changes or a summary of what was changed and why would be beneficial going forward.</p> <p>The Vice Chair noted that the Committee had agreed the bank variation to repay the smallest tranche of loan at a faster rate without any additional cost with a view to repayment when conditions allow. This tranche totals £188k outstanding at 31 July 2016 and full repayment would be completed under the new variation letter by 30 September 2019. The Committee recommended that the Corporation approve the signing of the bank variation letter by the Chair of Corporation and Principal. RESOLVED: The Corporation approved the signature of the bank variation letter by the Chair of Corporation and Principal. Proposed: SW; Seconded: DG. CARRIED</p> <p>The Vice Chair reported that Barclays have requested a further £250k reduction to the overdraft facility so that the new level would be £1.25m. This is in line with required progress to generate sustainable cash balances in the business and reduce credit risk. The Committee looked closely at cashflow and agreed the reduction is manageable and would be a positive move to maintain a good relationship with the bank.</p> <p>The Vice Chair of Corporation reminded governors about KPMG's report and their confirmation from Barclays that any change in structure would allow Barclays to renegotiate the loan. RESOLVED: The Corporation approved a further reduction of £250k to the overdraft facility. Proposed: SW; Seconded: PF. CARRIED</p>	Clerk
13.	<p>Risk Management Committees are currently reviewing and agreeing their risks and gross and net values. Any risk with a gross and net risk of High (over 16) will be reviewed at each Committee and Corporation meeting.</p>	
14.	<p>AOB There were no items raised.</p>	
	<p>Meetings for 2016-17 8 December 2016, 14.00-15.00 Work Experience and Social Action Session; 15.00 Corporation meeting followed by Christmas dinner in Coast Strategic Away Day 10 March 2017 (details tbc) 26 April 2017 – 12.30-14.00 Student Voice Session; Corporation meeting 14.00 start 6 July 2017 – 13.00-14.00 Board development; 14.00 Corporation meeting</p>	
	<p>Staff and students depart for the Confidential C part of the agenda</p>	

15.	Report from the Remuneration Committee – confidential item	
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Meeting closed: 16.58

Attendance for 2016-17: 84%
Length of meeting: 2hrs 58mins