

## FINANCE AND HUMAN RESOURCES COMMITTEE MEETING

Draft minutes

<b>Date</b>	<b>18 June 2014</b>	<b>Time</b>	<b>15.00</b>
<b>Venue</b>	Station Plaza Boardroom		
<b>Chair</b>	Ken Melsom MBE JP		

**Membership:**  
Ken Melsom MBE JP (Chair); Wendy Bennett; Tony Campbell OBE KSG FRSA; Principal (Clive Cooke); Paul Evans; Pat Farmer; Sue Walton

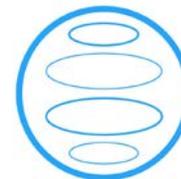
**Apologies:** Principal (Clive Cooke); Tony Campbell OBE KSG FRSA

**Lead officers:** VP Finance (Biram Desai); VP Resources (Stephen Hagues)  
**In attendance:** VP EES (Dan Shelley); Head of HR (Jackie Travis) for item 12; Heads of Faculty (Jean Scott and Jim Sharpe) for item 5

Before the meeting there was a visit to look at the IT infrastructure at Station Plaza with the ICT Manager Paul Henderson. Attendees: Wendy Bennett, Pat Farmer, Ken Melsom, Sue Walton.

The Chair noted it was the last meeting for the VP Resources and thanked him for his input over the years noting that the Corporation had benefitted from his experience and wise council.

	Item	Action
1.	<b>Apologies</b> Apologies were received from the Principal and the Chair of Corporation.	
2.	<b>Declarations of interest</b> Sue Walton declared that she was an employee of Pestalozzi. Paul Evans and Ken Melsom declared their directorship of Hastings Plaza Trading Ltd. Paul Evans also declared his membership of the Hastings Academies Board, Sea Change and the board of Pestalozzi. Pat Farmer declared his membership of the Hastings and Rother Task Force.	
3.	<b>Minutes of the last meeting held on Wednesday 7 May 2014</b> The Committee considered the minutes of the last meeting. <b>RESOLVED: The minutes of the meeting held on Wednesday 7 May 2014 were agreed as a true and accurate record. Proposed: PE; Seconded: PF; CARRIED.</b>	
4.	<b>Matters arising on the minutes</b> The Committee noted that actions had either been completed or were included as part of the agenda for the meeting. Areas considered further included: <ul style="list-style-type: none"> <li><b>Part time management trainer.</b> The VP Resources noted that a management trainer has not been appointed to date. FE Sussex currently carrying out training and the Principal is looking at the targeted needs of newly appointed LSMs with a programme designed around their management needs and looking at next year's staff development budget with the Head of HR.</li> <li><b>Atlantic Flight Training contract.</b> (confidential item)</li> </ul>	



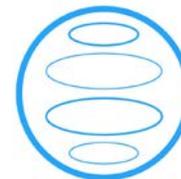
	<ul style="list-style-type: none"> <li>• The VP Finance confirmed that space utilisation is included as part of the budget report.</li> <li>• The Committee looked briefly at the benefits of staff utilisation whilst managing a challenging budget. The VP Resources talked about the latest reorganisation and reduction of posts and hours. The VP EES noted that the College is a people business and a warm welcome is important to the College.</li> <li>• The staff (teaching) governor noted that she would confirm with the Clerk when her teaching timetable for next year is confirmed whether 15.00 starts for the meeting were still required or whether the Committee could revert back to a 14.00 start time in 2014-15.</li> </ul>	WB
5.	<p><b>Sessional cost presentation from the Heads of Faculty [15.38 HoF/Interim VPs arrive]</b></p> <p>The VP Finance reminded the Committee that the HoFs had been invited to the meeting because of the importance of maintaining sessional pay costs and their role within it. They will provide information on how the College plans to review the process around sessional pay costs to reach targets.</p> <p>Jean Scott (JSc) and Jim Sharpe (JS) introduced themselves and it was noted they had taken on the role of Interim Vice Principals alongside their HoFs role. Main points presented included:</p> <ul style="list-style-type: none"> <li>• The Curriculum Plan has precisely identified resource hours for all study programmes within each sub-faculty. This includes hours for the main programmes, English and Maths and Employability. Course hours are reviewed to ensure they are meeting the study programme requirements and maximum efficiency by HoFs, DP Curriculum, VPs and the Head of MIS.</li> <li>• There are 540 hours of funding and the College is looking at 560 hours for a full time programme to take into account bank holidays. There are exceptions to some programmes.</li> <li>• There is a greater efficiency of delivery in English and Maths with a centralised timetable allowing cross College delivery.</li> <li>• There is a close monitoring of sessional hours and checks and balances in place. It is monitored by all relevant managers against a live system to be set up by MIS and will form part of the PPRs.</li> <li>• The total sessional budget set by the VP Finance for 2014-15 is £925k (£190k less than the 2013-14 forecast). SLT and curriculum managers are committed to delivering within this budget.</li> <li>• The Committee asked how cover is arranged for staff sickness and JS reported that short term sickness is covered through established staff or sessional staff if there is no established staff capacity. The VP Finance reported that the sickness budget is a small global provision for long term sickness. The Committee questioned how the budget can be controlled with issues such as staff sickness. JS reported that overspend in one month would need to be clawed back during the year to reach the annualised budget. Flexibility and utilising staff to their full capacity is key. Staff are already moving students between courses and there will be a mobility of staff in sub faculties.</li> <li>• The Committee suggested that there needed to be an understanding of why sessional costs are over budget this year in order to understand the issues and asked what is being done now that will address those issues.</li> <li>• JSc reported that the centralised timetabling for English and Maths will provide</li> </ul>	



	<p>big efficiency saving with no loss of study for students.</p> <ul style="list-style-type: none"> <li>• JS reported that utilising established staff and effective timetable and monitoring of sessional pay costs were all key controls.</li> </ul> <p>[Student President arrives 15.55)</p> <ul style="list-style-type: none"> <li>• The Committee asked if teachers' hours could be increased on a flexible basis to meet the needs of the College and JS reported that there are always individual negotiations available which can benefit staff and the College.</li> <li>• The staff (teaching) governor asked if English and Maths would be taught by English and Maths teachers and JS reported that it would be with the addition of a small number of staff delivering English and Maths embedded in the curriculum who will complete a passport to English and Maths. He noted that the challenge is GCSE provision with a significant number of increases for internal GCSE (220-30 students). He noted that these sessions would be timetabled alongside Functional Skills rather than evening sessions.</li> </ul> <p>The Chair thanked the Interim Vice Principals for their presentation and noted that they have a vital role in achieving the budget. (HoFs/Interim VPs depart 16.00)</p>	
6.	<p><b>Performance Update</b> Key Performance Indicators relating to Finance and HR – Update [due to inconsistencies in the HR reporting a new copy of the dashboard was tabled at the meeting]. The VP Finance reported as follows:</p> <ul style="list-style-type: none"> <li>• The overdraft has been added to the dashboard as requested by the Committee</li> <li>• The colours in the dashboard have been updated so they are not RAG related</li> <li>• Operating surplus is red at £(278,000)with operating deficit reducing by some £100k per month between May and July (3 months) and has improved likewise from March to April. This will maintain the overall year end surplus (reduced due to issues with the International budget). The last parts of income and expenditure until the end of July are being considered.</li> <li>• Between £2k-£38k is the best case for surplus and the VP Finance reported that forensic accounting is taking place between now and year end. He noted that posting any surplus in the current climate is positive.</li> <li>• In the last two weeks issues with the Libyan contract which was predicted to be worth £400k for the International budget has had a major impact on the financial forecast and £200k has been taken out of the International forecast for 2013-14.</li> <li>• The Committee asked if the small surplus affects the SFA satisfactory financial health grade and the VP Finance reported that up to a £50k deficit can be submitted to clear the financial forecast.</li> <li>• The Committee asked for further detail on the Libyan contract. (confidential item)</li> <li>• The Committee asked about the government payment and the VP Finance confirmed that the cash position today is significantly improved with the profile of the government payment</li> <li>• Capital receipts are included in the overdraft improving the figure.</li> </ul> <p>The VP Resources reported as follows:</p> <ul style="list-style-type: none"> <li>• Sickness per person is below target level at 4.4 days.</li> </ul>	



	<ul style="list-style-type: none"> <li>• Voluntary staff turnover is 11.29% (below target of 12%)</li> <li>• Staff in performance management has improved with 9 in total (7 in support stage and 2 in support at stage 2). There are positive grades of 1 and 2 in lesson observations</li> <li>• The Committee asked about the FE Choices Satisfaction Survey and the VP Resources reported that it referred to last year's data where there had been a small number of 46 returns. The VP EES noted that the survey is open at the moment and employers have been contacted to encourage them to complete. To date there have already been 80 returns and the College is expecting an improvement this year.</li> <li>• The Committee asked what the target for sick days is for next year. The VP Resources noted that it had not been set yet but he would recommend bringing it down to 6. It was noted that the GFE sector average is 12. The VP Resources noted that the Committee was able to set stretching targets but questioned whether a target of 4 would be achievable. He noted that the combination of incentives with additional leave with a zero level of sickness is working well.</li> <li>• It was noted that the College has recently been awarded a National Investors in Diversity Award Level 2 and the Committee congratulated staff on the achievement.</li> </ul>	
7.	<p><b>April 2014 Management Accounts - including updated year-end forecast &amp; update on financial health</b></p> <p>The VP Finance reported on the following:</p> <ul style="list-style-type: none"> <li>• The year to date operating deficit will reduce by £100k per month between May and July</li> <li>• The main 16-18 full time enrolments are on course to achieve over 100% of the main 16-18 recurrent grant with the classroom based 19+ Adult Skills Budget on target for 100%. This puts the College in a good position for lagged funding and in growth case negotiations for 2014-15.</li> <li>• The College is on target to achieve satisfactory financial health but the current budget is not sufficient longer term.</li> <li>• The Committee asked for an explanation around the debtor report and the VP reported that it is only relevant in the report to include debts that need to be chased, which is wider than just tuition fees and includes all invoiced services. He agreed to send through the formula for calculating to the Vice Chair of Corporation. The Committee asked if there was a target for debtor days and the VP Finance reported he would include a target for next year and publish figures via email to the Committee.</li> </ul>	<p>VP Finance</p> <p>VP Finance</p>
8.	<p><b>Final 2014/15 Budget and three-year financial plan</b></p> <p>The VP started the report by explaining the FE sector is in an unprecedented period of challenge. The SLT strategy is determined to meet and beat the challenges and focus on income growth. The College is being open and honest in taking advantage of significant levels of subcontracting with trusted partners and wants to make the College as much money as possible to ring fence capital monies that are sitting in the overdraft facility. This comes with some risk but the College is using all but one of the same partners as last year and due diligence is in place. Subcontracting makes 20% on income streams.</p> <p>Following approval by Corporation the 3 year forecast goes to the SFA. The College</p>	



<p>is not in good financial health but satisfactory financial health is sustainable for the 3 year period. If everything is achieved during this period good financial health might be achievable after the 3 year plan completes.</p> <p>The key target is pay costs at 64% excluding cleaning and catering. The VP Finance noted that some colleges are putting in very optimistic income forecasts and the College has done well to deal with the pay cost issues in a timely fashion.</p> <p>There are significant amounts of carry in funding (activity that straddles 12 months) for next year which the College did not benefit from last year.</p> <p>The Committee looked at the table on percentage occupancy which provides an understanding on an objective level on how much space curriculums take up. The VP Finance noted that it is emotive for timetabling to challenge faculties on their space utilisation and income versus occupancy but the data provides a reference point for looking at the issues.</p> <p>The Committee questioned where the operating surplus is coming from. The VP Finance reported that subcontracting constitutes 20% of the budget and the College is trying to incrementally make more efficient in house delivery.</p> <p>The VP EES reported that there are additional resources in the Work Based Learning (WBL) team with a Coordinator and Manager driving delivery. The carry in – assuming students continue to study- is already banked and trusting partners are in place to deliver and have been very successful so far.</p> <p>The Committee noted that the College is focusing on key areas of government focus and questioned whether businesses would be reluctant to continue with apprenticeships with the proposals for change in 2017. The VP EES reported that the current model is under consultation and employers are more concerned with the here and now.</p> <p>The Vice Chair of Corporation noted that governors had had a tour of the IT infrastructure with the ICT Manager and the College had capacity to deliver distance learning. The VP Finance and VP EES reported on a new venture with Aquire Learning who are offering Business HNCs for online learning using Pearson’s VLE. This has not been included in the budget. The project would be a good introduction for the College in distance learning.</p> <p>The Committee looked at the current 68.5 % staff costs and ways the College was looking to address including increasing turnover and further restructures. The VP Finance noted that the College has done well at delivering 100% of EFA funding and noted that there is no financial impact if there is non-delivery. This is compared to the Adult Skills budget which will cause problems if the College does not deliver.</p> <p>The Committee asked for an explanation of accounting standards FRS102 and the VP Finance reported on the changes which come into effect in 2 years time but noted that everything from the 1 August 2014 will need to be in line with FRS102. All companies will be required to align with international accounting standards resulting in a big change in terms of presentation and accounting of capital grants where there will be a choice to release all income over one year or deferred capital grants will appear in creditors in the balance sheet. Barclays have re assured the sector that they won’t use it as part of banking covenants.</p> <p>The Committee noted their concerns about the figures for International income over the 3 year period. The VP Finance reported that the issues with the International budget had come to light very recently and he would re look at the budget and whether it should be reduced for future years. The Vice Chair of Corporation stressed the need to be finalised for Corporation to address a final budget on the 2</p>	<p>VP Finance  VP</p>
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<p>July and suggested the VP Finance speaks with the Chair of F&amp;HR and himself before the Corporation meeting.</p> <p>The Committee questioned where the contingency is in the budget and the VP Finance reported that there are small amounts and it is fairly tight.</p> <p>The Committee questioned Table 9 and the great variances in external teaching. It was noted that this is due to subcontracting and partners.</p> <p>The Committee questioned Table 10c and why income drops in April/May. The VP Finance noted that this is due to Government funding leading up to the Treasury year end.</p>	Finance
<p>The VP Finance agreed to update a typo on Page 9 relating to the dates.</p> <p>The Committee questioned whether it was correct in Table 2 to keep non pay costs the same all the way across the table. The VP Finance noted that the data was difficult to model and it was agreed that the non pay costs were not material enough to affect points being made.</p> <p>The Committee asked for an update of the internal audit recommendations for subcontracting and whether there were any high level recommendations. The VP Finance noted that they related to submission of business plans from each partner before engaging with them, the same level of scrutiny for all partners and 3 years of financial statements before contracts are signed. The College is using the recommendations as a checklist for subcontracting.</p> <p>The Chair noted that the proceeds from property sales did not include Rye in the figures for all documents and the VP Finance confirmed this was an omission and the figure stands at £850,000 with all funds.</p> <p>The Committee questioned the large figure of £5.8m for all other income and the VP Finance provided details including deferred capital grants and commercial income.</p> <p>The Committee discussed the big increase in the subcontracting provision. The VP Finance noted that 32% of the figure is already delivered by carry in and 90% of the adult skills figure is carry in so a third of the budget is already in place.</p> <p>The Committee questioned p.16 and projections for 2015-16 and 2016-17 with operating expenses and pay staying the same and asked whether this was over optimistic. The VP Finance reported that the College is fighting the impact of inflation and the figure includes subcontracting as well so there will be more investment in the College when subcontracting is reduced. He noted that the figure would be flexed depending on requirements.</p>	VP Finance
<p>The Committee asked that all the budget tables are printed in A3. They noted that the presentation of the report is extremely good.</p>	Clerk
<p>The Committee considered space occupancy and income generation and the need to expand and utilise more buildings. They discussed the impact of targeting staff to get the same out of less space and noted that putting targets in place was important. The VP Finance reported that the work is recent and the SLT would want to consider further and set reasonable targets. The Committee suggested that communication to staff about how the College will be looking for increased space utilisation over the next 2 or 3 years would be a good move to involve staff. It was noted that the item will come to the away day. The VP Finance noted that centralising the timetable should improve the way in which the building is used. The Committee noted that the changes will be fighting cultures and need a strong evolutionary push with time, communication and focus to move it forward.</p>	SLT
<b>RESOLVED: The Committee recommended to approve the Final 2014/15 Budget</b>	



	<p><b>and three-year financial plan subject to any changes from the suggestions noted above. Proposed: PF; Seconded: SW; CARRIED</b></p>	
<p>9.</p>	<p><b>Student Council Budget 2014-15</b> The Student President reported that there had been a lot of College development over the year. The Chair thanked the Student President for detailing under each budget heading the reason behind the figures which is helpful for the Committee. It was confirmed that the budget requested is the same as last year and carry over from last year is the same figure. He noted that it is likely one of the pool tables will need replacing next year and the Chair suggested the Student Council looks at rentals.</p> <p><b>Student Constitution</b> The main change to the constitution is the name change from Student Council to Student Union. The Student President noted that the Council is already operating as a Student Union and there are no implications from the change and the Council has conferred with the NUS. The Committee thanked the Student President for a well presented and straight forward report and recommended to approve the Budget and Student Constitution. <b>RESOLVED: The Committee recommended to approve the Student Council Budget for 2014-15 and the revised Student Constitution. Proposed: PF; Seconded: SW: CARRIED</b></p>	<p>Student President</p>
<p>10.</p>	<p><b>Shared Systems Update</b> The VP Finance reported that the College is now looking at a January 2015 entrance as other colleges have devoted full time resource for the change over which needs to be mapped in at the College. (confidential item)</p>	
<p>11.</p>	<p><b>Recommendations for 2014/15 subcontractor allocations</b> The VP EES reminded the Committee that the timetable had been agreed at FHR in May and agreement is required by the Committee to allow contract signing in plenty of time to start delivery on the 1 August. He noted that the original budgets had been allocated at May F&amp;HR Committee. In total £10m submissions were received from partners and all funding streams were well in excess of amounts applied for. The Panel went through the business cases and spread sheets which were all very comprehensive. The areas above the original allocations are 16-18 apprenticeships and 24+ loans which are potentially main growth areas going forward and a priority for the government. 19+ apprenticeships have a massive carry in so a modest amount of new starts have been put in and the College will be going to go for growth as soon as possible and is going to go for £3m adults skills growth.</p> <p>The Chair noted that the status of paper is such that it will be recommended to the Corporation to approve and the VP EES confirmed that subcontractors would not mind the slight delay and agreed to bring the contracts to the Corporation meeting for the Chair of Corporation to sign. The VP EES noted that all subcontractors are financially sound, the majority have given 3 year accounts, and the College has been through due diligence with all of them. Millenium has not been allocated any adult skills budget due to under delivery last year. The Committee noted that there is a big discrepancy between what subcontractors have applied for and what has been awarded and the VP EES noted that the College had been transparent with all subcontractors about available budgets. <b>RESOLVED: The Committee recommended to approve the recommendation sfor 2014/15 subcontractor allocations. Proposed:PF; Seconded: SW; CARRIED</b></p>	<p>VP EES</p>



<p>12. <b>(Head of HR arrives 16.58)</b> <b>Human Resources Update</b> <b>a)HR Monthly report tables</b> – covered under item 6. <b>b)Proposed new Pay Policy</b> The VP Resources reported that the new proposals had been discussed with staff in the restructuring exercise and a full consultation had been carried out with feedback from staff. He explained the incremental progression through scales in lesson observations and/or appraisals and noted it was not exactly performance related pay and the College was already operating a policy of stopping progression with grade 3 or 4 lesson observations. The VP Resources reported on the inconsistencies of pay scale between Academy 6 lecturers and vocational level lecturers. A number of staff feel it is unfair because they are teaching at the same level and there are concerns about equal pay. The new pay policy allows all lecturers to progress through the scales subject to performance appraisal and teaching grades. The Committee asked that the reference to governors being consulted on the annual review but not payments for progression should be clarified in the policy. The VP Resources explained the revised process for staff appraisals which in the past have not always been completed within deadlines and objectives agreed with staff are not always smart and judgements are not evidenced based or as tight as they need to be. There is concern that there is a significant amount of work to do to ensure that appraisal are carried out properly and the College is looking to make changes to the performance appraisal scheme. More examples of what constitutes different levels of teaching, introducing a moderation process into the appraisal scheme, holding mandatory training for all 60 managers in the College in September and November 2014 and training sessions for all staff are planned. All appraisals will be carried out in October and November 2014 followed by a 100% audit by an independent person and appraisals will be returned if not smart and evidence based. A full report will go to the SLT in January 2015 and pay will be backdated to September 2014. The proposals for a one off payment of £500 to recognise outstanding teaching was divisive for staff and it has been agreed not to take it forward at this time. The College restructuring exercise is almost complete and the Committee noted the high level organisational chart in the papers. The VP Resources reported that some managers have not yet signed their terms and conditions for the new LSM roles and this is been taken forward by SLT tomorrow. <b>c)Results of the Staff Survey</b> The VP Resources reported that there were some interesting issues in the survey. A small group of managers will look at the individualised comments from staff to develop a you said, our response. Comments around bullying and harassment have been passed to the group for response.  A 1% cost of living award from the 1 August will go to all staff.  The Head of HR reported that a future action is to align support and teaching staff appraisals and pay awards.  The Committee asked if the negative answers in the survey were consistent with small numbers or staff. The VP Resources noted that individual results are not available but it was agreed an attitude change for a small number of staff would be</p>	<p>VP Resources</p>
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	<p>positive. The Committee discussed the results showing that staff feel supported by their immediate line manager but not respected by senior management. As senior management are supportive of all staff at the College it was agreed that the issue is around lack of communication. The staff (teaching) governor noted that the questions are very ambiguous in the survey as some staff don't have any contact with senior staff. The Committee asked what the SLT can do further to communicate with staff. The Committee voiced concerns that only a quarter of staff feel that their prospects are good at the college. They questioned when the survey was sent out and reported that sending out a staff survey in the middle of a restructure had the potential to produce meaningless feedback and in future the Head of HR agreed to take this into account next year.</p> <p>The staff (teaching) governor noted that staff are expecting another restructure which impacts on how staff feel about their future. It was suggested that the message around creating successes and income generation would alleviate the need for further restructures should be drilled down through the College. The VP EES reported that the College is developing a curriculum strategy and growing provision in house.</p> <p>The Committee considered the proposal for a job evaluation scheme. The VP Resources reported that the College had made the decision a number of years ago to implement the scheme and it was put on hold because of costs but the College is committed with the unions to carry it out. Feedback from the Committee included that it can create division and difficulties, it can be useful to overhaul the job structure, it is better to carry out job evaluations than end up in an employment tribunal. The VP Resources reported that the budget is not available to carry out the scheme next year.</p> <p>The staff (teaching) governor questioned how the College will ensure reviews are carried out on time. It was agreed with rigorous training, 100% checks and the link to pay would incentivise staff.</p> <p><b>RESOLVED: The Committee recommended to approve the Pay Policy.</b> <b>Proposed: KM; seconded: PE; CARRIED.</b></p> <p><b>e)Update on the Organisational Development Working Group</b> The VP Resources reported that the group has not met due to the focus on the restructure so the agenda for the group has not been moved forward. [Head of HR departs 17.27]</p>	<p>Head of HR</p>
<p>13.</p>	<p><b>Property Strategy Update</b> The Chair noted that the Rye figures are missing under financial implications. (confidential item on LOR) Both Station Plaza and Ore Valley have expansion space available and the long term strategy remains to utilise that space when funding permits with match funding from ring fenced capital funds. The Chair reported that he would like to move forward now and identify costs on utilising space. The VP Resources reported that the work has been done for Station Plaza but final costs depend on what space utilisation is required. The Vice Chair of Corporation reported that the Curriculum Strategy Plan will come to the CQS in September 2014 and this will then inform the space utilisation programme. The VP EES reported that the Plan would not be available until December due to staffing capacity and the Clerk to take forward and revise agendas.</p>	



	<p>The Committee agreed with the revisions to the terms of reference subject to one typo. The Committee considered the review of effectiveness, noted that the Committee were effectively carrying out their remit. The Vice Chair of Corporation noted that the review was an excellent way to review terms of reference and provide evidence for external bodies such as the auditors and Ofsted.</p> <p><b>RESOLVED: The Committee recommended to approve the revised terms of reference for the Finance and Human Resources Committee. Proposed: PF; Seconded: SW; CARRIED</b></p>	
16.	<p><b>Annual Cycle of Business for 2014-15</b> The Chair noted that an additional meeting had been added into the calendar for 2014-15 in response to Corporations drive to focus on income generation. The Clerk to correct a typo on apprenticeship(s). Due to the full agenda at the June meeting it was agreed that Risk Management would be addressed earlier in the calendar. The Committee approved the annual cycle of business subject to the changes noted.</p>	Clerk
17.	<p><b>Review of confidential minutes 2013-14</b> The Committee reviewed and agreed that all minutes noted would remain confidential.</p> <p><b>RESOLVED: The Committee agreed with the Clerk's recommendation for confidential minutes. Proposed: PF; Seconded: PE; CARRIED</b></p>	
18.	<p><b>AOB</b> The VP Finance reported on a contract with a company called Aquire Learning recruiting students to undertake distance learning via online courses in HNCBusiness/HND Business accredited by Pearsons. Due diligence has been carried out and financial risks are very low. The company suggested it can recruit 100 learners per month via social media. Its target audience is 18-28 year olds, possibly in retail, who are not able to commit to classroom based activities. 10 students have signed up to date. The Chair suggested that the item is passed to the Chair of Corporation to sign off and further discussion around distance learning will be on the away day agenda.</p>	VP Finance
	<b>MEETING CLOSED: 18:20</b>	
	<p><b>Meeting dates for 2014-15</b> Thursday 9 October; Tuesday 25 November 2014; Wednesday 4 March 2015; Wednesday 6 May 2015; Wednesday 10 June 2015 (all 15.00 start)</p>	

Attendance for 2013-14:

Meeting length: 3hrs 20mins