

Minutes of the Audit Committee meeting held in the Board Room at the Derby Road site on Thursday 27 June 2013 at 5.00 pm

BOARD MEMBERS Chris Bodger
PRESENT: Nevil Croston
David Overton

ALSO IN ATTENDANCE: Maxine Bagshaw, Clerk to the Corporation
Andrew Martin, Deputy Principal/Director of Finance
Louise Knott, Director: Communications, Marketing & Student Support
Tom Stevens, Executive Director: Capital Projects & Estates
Simon Stanyer, KPMG
Louise Tweedie, RSM Tenon

It was noted that Auditors had not wanted to meet with the Committee without Management present.

ACTION by whom	DATE by when

Ahead of the commencement of the meeting, Governors took the opportunity to discuss the significant amount of papers circulated for this meeting. To attempt to address this problem, the following was agreed:

- Internal Auditors to be asked to bring forward parts of their work so that not as many reports fall to the final meeting of the year.
- Cancel the October planned meeting and instead have a meeting in April 2014.
- In the Internal Audit reports, all of the standard introductory information to be cut out and Governors to be provided just with an Executive summary.
- Summary to be provided in the pack of papers and the bulk of analysis data to be provided on the Governors` portal.

13.12 DECLARATION OF INTERESTS

The Chair reminded those present to declare any interests that they may have on any items on the agenda. No interests were declared.

13.13 WELCOME, INTRODUCTIONS AND APOLOGIES FOR ABSENCE

Apologies for absence were received Diana Meale, Adrian Harpham, Andrew Argyle (KPMG) and Patrick Green (RSM Tenon).

Signed : _____Chair

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13.14 MINUTES OF THE MEETING HELD ON 14 FEBRUARY 2013

AGREED: to approve the minutes of the meeting held on 14 February 2013.

13.15 MATTERS ARISING AND ACTION PROGRESS REPORT

Members reviewed the action progress report and noted the following:

- Item 3 – Internal Audit plan – the scope of this work and intended outcomes needs to be clearly agreed. Auditors have discussed with Management although there needs to be further refinement.
- Registers, attendance and recording systems - year end report on the agenda.
- Risk management – on the agenda and continuing.
- Item 8 – completed.
- Item 9 - reports to include sector benchmark targets – Auditors have requested a change of date for completion until 31 August 2013. Louise Tweedie has looked at some examples, but to suitably anonymise them removed the understanding of how they worked. Further work is needed to be able to provide something useful.
- Dashboard data – is in the progress of being developed.
- Item 13 – complete.
- Item 15 – on the agenda and continuing.
- Item 16 – on the agenda and complete.
- Item 17 – annual report to be provided going forward, 2012/13 annual report is on the agenda.

AGREED: to note the update provided.

13.16 INTERNAL AUDIT

1) Internal Audit Progress Report

Louise Tweedie introduced this item and drew members` attention to page 16, which provides a summary of all of the outcomes of the audit work undertaken for the year. In line with earlier discussions regarding the quantity of paper circulated, it was explained that other colleges have copies of the action plans attached to this summary report and then all full reports provided electronically. It was agreed that Louise Tweedie would mock up an alternative way of presenting the substantial information for the Committee to review at its next meeting. She confirmed that all audit work planned had been completed and an unqualified opinion would be provided.

2) Key Financial Controls, Income & Debtors

Members` attention was drawn to page 30 and a green opinion was noted. Auditors confirmed that taking account of the issues identified,

Internal
Auditors

7 Nov
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the Board can take substantial assurance of the controls on which the Organisation relies to manage the risk are suitably designed, consistently applied and effective. Page 35 provides a summary of the one medium and three low priority recommendations that have been accepted by Management.

AGREED: to note the content of the Audit Report.

3) Learner Number Systems – Learner Responsive

Members' attention was drawn to page 47, where a green opinion was noted. Auditors confirmed that taking account of the issues identified, the Board can take substantial assurance of the controls on which the Organisation relies to manage the risk are suitably designed, consistently applied and effective. It was noted that all recommendations made are low and that this was a very good outcome regarding key control systems for the Organisation.

AGREED: to note the content of the report provided.

4) Significant Partnerships

Members' attention was drawn to page 65 and the amber rating provided. Auditors explained that taking account of the issues identified, whilst the Board can take some assurance of the controls on which the Organisation relies to manage the area are suitably designed, consistently applied and effective, action needs to be taken to ensure that risks in this area are managed. Members reviewed the three medium recommendations made, which contributed to the high amber rating. It was acknowledged that this is an area that the SFA consider to be high risk, and as a consequence, there needs to be very robust control frameworks and application in place. The following was specifically noted:

- The College's due diligence undertaken on partners ensures that they are strong in respect of financial stability and previous delivery of provision. However, the meaning of the word 'strong' could be misinterpreted as the College does work with some partners with financial stability issues, this is then reflected in the risk assessment process and the associated level of control that is applied to the relationship. Furthermore, as at September 2012, five of the College partners have failed the due diligence assurance gateway for entry onto the Skills Funding Agency register for training and providers. The Director of Finance explained that the gateway was part of the Government's strategy to ensure rigour and responsiveness and that partners were given two chances to obtain status on the register. If they fail twice, then the College, because of its contract terms with the SFA, cannot work with them. He explained that it was a very mechanistic system regarding registration and often some of the smaller partners fail the generic tests in place. All agreed that the

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number of subcontracts and partners that the College have, places it in a higher risk than other colleges in this area, and that because of this exemplary controls and processes need to be in place.

- The Colleges Business Development Unit meets with all partners regularly which contributes towards strong relationships.
- Auditors noted that of the 36 partners with enrolments at the time of audit in March 2013, 21 had been declared and 15 had not been declared on the Skills Funding Agency sub-contractor register. The Director of Finance explained that the College, at any given time, can be working with 100 sub-contractors, so that it is a high risk area, and that the updating of the register, which is a live document, changes very quickly. It was acknowledged that more could be done to ensure more frequent update, perhaps on a quarterly basis, this would eliminate or mitigate the inconsistency seen at audit. Members all agreed that as this was such a high risk area, it was something for the Committee to challenge on a more frequent regular basis. In terms of partnership working, the Committee felt that a number of steps needed to be taken,
 - a) The Audit Committee to better understand the assurance framework in this area, with a full report to be provided at the next meeting.
 - b) Unannounced visits with partners needs a much more structured programme.
 - c) Partner activity to be a standing agenda item for the Audit Committee meeting,
 - d) Plan and progress update to be provided at every meeting.
 - e) A clear strategy needs to be in place for managing partners from the partner support team, this has to clearly identify a cycle of activity. Members requested that a copy of this strategy be provided at the next meeting, perhaps with someone from the partner support team attending to answer any questions the Committee may have. All acknowledged that there was much more that the College should be doing to manage its partners effectively.
- In relation to partners it was noted that there was no Geographical Engagement Strategy in place, and the question was raised that if partners are too remote and too difficult to manage, then should the College be contracting with them?

The Clerk to the Corporation apologised for the fact that a number of pages were missing from the pack, the full report was circulated and the Audit Committee Chair indicated that if there were any further questions or issues arising from the detail of the full report, then opportunity for feedback/questions would be given at the next meeting. In terms of the activity required from the partner support team, it was agreed that a copy of the minutes would be provided to Graham Howe, and the Director of Finance would provide feedback to him and his Team regarding Committee concerns and requirements.

AGREED: to note the content of the report provided.

Dir Fin	7 Nov 2013
Partner Team Clerk	2013/14
Director Finance	2013/14
Partner Team	7 Nov 2013
Clerk/Dir Fin	July 2013

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5) Apprenticeships

Members` attention was drawn to page 73 where it was noted that a green/amber opinion was given. Auditors confirmed that taking account of the issues identified, the Board can take reasonable assurance of the controls on which the Organisation relies to manage this area are suitably designed, consistently applied and effective, however Auditors have identified issues that if not addressed, increase the likelihood of risk materialising in this area.

Members` attention was drawn to page 82 which summarises the two medium and seven low priority recommendations, the following was specifically noted:

- Auditors selected a sample of 20 Apprenticeship learners and reviewed the enrolment forms and learning agreement. One workplace enrolment form and learning agreement form included pre-populated ticks in respect of the residency and nationality questions. The Director of Finance explained that there was a problem in some areas of 'bulk sign up', this happened where employers had a high number of individuals on the same course, rather than just one or two. Whilst the efficiencies of this process could be understood, it does lead to inaccuracies and should be avoided as the learner agreement is the specific contract between the College and each individual learner.
- In the sample of 20 Apprenticeship learners, five had achieved. Auditors compared the actual end date to the date that was on the certificate received/the file was signed off, and also compared the NVQ achievement date to the date that the certificate was received/the file was signed off. In one case in the sample, there was more than a 90 day (3 month) delay, which would not meet the funding rules for 2013/14. The Director of Finance confirmed that this is a problem that needs to be addressed, as it could have significant funding issues in the next academic year, given the funding rule changes.
- In relation to the recommendation that progress reviews must be undertaken at least every 12 weeks for all apprenticeship learners, it was noted that in 2013/14 there is no prescribed time requirement on colleges in this area, but that they simply have to be able to show good progress for learners. The Director of Finance confirmed that the College is currently reviewing its systems in this area to ensure that there are better ways of capturing the information required.

AGREED: to note the content of the report provided.

6) Financial Planning, Budget Setting, Monitoring & Forecasting

Members` attention was drawn to page 89 and the green rating provided. Auditors confirmed that taking account of the issues

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identified, the Board can take substantial assurance that the controls on which the Organisation relies to manage the risk are suitably designed, consistently applied and effective. Auditors confirmed that the College has good systems and good implementation in place and only low recommendations were made.

AGREED: to note the content of the report provided.

7) Framework for Compliance with Legal Requirements – Data Protection & Freedom of Information

Members` attention was drawn to page 103 and the amber/green opinion given, Auditors confirmed that taking account of the issues identified, the Board can take reasonable assurance that the controls on which the Organisation relies to manage the risk are suitably designed, consistently applied and effective, however Auditors have identified issues that if not addressed increase the likelihood of the risk materialising. They confirmed that their audit had focussed on data protection and freedom of information, particularly as there are some high fines being made for non compliance in this area. The audit report makes three medium recommendations, five low recommendations and one suggestion. Members reviewed the three medium recommendations detailed on pages 110 and 111.

AGREED: to note the content of the report provided.

8) Capital Projects – arrangements for value for money mid project review

Members` attention was drawn to page 119 and the green opinion given. Auditors confirmed that taking account of the issues identified, the Board can take substantial assurance of the controls upon which the Organisation relies to manage this area are suitably designed, consistently applied and effective. Auditors confirmed that their work included testing around change controls and budgeting. Two medium recommendations were made and these are detailed at page 126. The Management update regarding progress in this area was reviewed, Members discussed paragraph 1.6 at page 132 in detail and acknowledged that whilst financial checks are made regarding the main contractor, these are not done by the College in relation to the sub-contractors. The Executive Director of Capital Projects & Estates explained that financial checking can often be difficult as it relies on historic data. However, the omission in relation to the sub-contractor checks was accepted as this clearly provides an operational risk to the company. The Executive Director Capital Projects & Estates confirmed that he does have a list of all sub-contractors operating on all elements of the capital project, and therefore he would undertake a financial check in relation to each of them and provide a report to the next Finance & Estates Committee meeting.

EDCP&E

Sept 2013

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In relation to paragraph 1.11 at page 126, the Executive Director Capital Projects & Estates confirmed that he was undertaking a 'lessons learned' assessment now to be presented to the Finance Committee in September 2013 and a fuller project overview assessment to be completed in twelve months time (June 2014).

EDCP&E

Sept '13
/June '14

AGREED: to note the content of the report provided.

9) Estates Management

Members' attention was drawn to page 138 and the amber/green rating provided. Auditors confirmed that taking account of the issues identified, the Board can take reasonable assurance that the controls on which the Organisation relies to manage the risk are suitably designed, consistently applied and effective. However, Auditors have identified issues which if not addressed increase the likelihood of the risk materialising. Members reviewed the three medium recommendations detailed on page 144. It was explained that at the time of the audit, the Estates Team tracked work through the Excel system, which was quite hard to use and monitor. The intention of the Team is to move towards an electronic system, which will alleviate some of the concerns and issues raised.

AGREED: to note the content of the report.

10) Follow Up of Previous Internal Audit Recommendations

Members' attention was drawn to page 155 which details the follow up work undertaken. Auditors confirmed that 'good progress had been made', it was explained that this was the highest ranking level of assurance that can be given in this area. The status pie chart at page 155 and the summary of medium recommendations still outstanding at page 158 was reviewed. It was acknowledged by all that whilst there were still some areas to be address, members were happy that progress regarding items was in hand.

AGREED: to note the content of the progress report provided.

13.17 COMPOSITE COLLEGE RECOMMENDATIONS REPORT

The Director of Finance introduced this item and confirmed that it links in with the report previously given by Auditors. In relation to internal audit, the following remain outstanding:

- One recommendation still to be implemented from 2009/10.
- Ten recommendations still to be implemented from 2011/12 internal audit reports, of which two have been completed.
- 46 recommendations are still to be implemented from the 2012/13 internal audit report, of which three have been completed (it was acknowledged that the vast majority of these recommendations

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were actually part and parcel of the reports considered earlier and therefore timescales for implementation of most were not yet due).

- One recommendation has been partly implemented and remains outstanding from the 2011/12 external audit report.

In terms of the items outstanding, the following was specifically commented upon:

- Academic Staff Utilisation – this is the oldest item on the outstanding actions register and has taken much longer to address than expected, albeit that the College feels that it is nearly there.
- Risk management – discussions have been held with the Quality Team and it is not felt that extending the SAR documentation in the proposed way would be helpful, instead, the Team are looking at introducing a risk register that will be completed and distributed with the SAR. This has been incorporated as a change to the Risk Strategy to be presented later on the agenda at item 9.

This report picks up the older actions with the blue text being an update. Some items have been actioned but then developed further, it is the intention of the Team to have a good look at this and see what items can be removed, as the initial action completed:

- Page 187 – different solution to regional problem.
- Page 196 - External Audit – this has one outstanding action and this is the same for the prior year.
- Page 197-222 – these are duplicated pages.

AGREED: to note the update provided.

13.18 INTERNAL AUDIT STRATEGIC PLAN AND AUDIT NEED ASSESSMENT 2013/14

Members' attention was drawn to page 213, which provides a summary of the Internal Audit proposed process. The table on page 217 identifies sector issues that will impact upon the three year audit plan. It was confirmed that whilst the plan is presented on a three year basis, it is good practice to annually review and refocus, given sector changes and College specific issues. Page 223 is a summary of the planned areas, these are a) learner number systems, b) 24+ advanced learner loans, c) key financial controls, d) partner selection process, e) Vision Workforce Skills, f) Human Resources, g) lesson observations, h) Governance & Risk Management - particularly accountability of the views, j) cash flow and Treasury management, k) strategic delivery, l) follow up.

In terms of reviewing the planning proposals, the Committee made the following suggestions:

- Internal Auditors to bring forward any review dates that they can to ensure a better spread of reports throughout the year.

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- Adjustment of days suggested with more allowance given to review of Vision Workforce Skills, and less to 24+ advanced loans.
- Can the days allowed for audit of cash flow be reduced and redirected to other areas?

The Director of Finance confirmed that more clarity regarding the days required for each area would be obtained as part and parcel of the scoping work and that a further review of audit day allocation would be undertaken. Members were generally supportive of the audit plan presented, but felt that slightly more work needed to be done to target the more high priority areas. Members were happy in principle to support and agree the plan.

Members requested that a half hour training session be provided to the Committee on sector/policy risks that will impact upon the College. This training to be provided in the new academic year.

AGREED: subject to the minor changes proposed, to agree Internal Audit Strategic Plan for 2013/14.

Director
Finance/
Auditors

September
2013

13.19 KPMG 2012/13 PLANNING MEMORANDUM

KPMG introduced this item and guided members through the plan on a page by page basis:

- Page 3 – this identifies the three opinions that Auditors will give, there is nothing new from previous years.
- Page 4 – this is the Audit approach.
- Page 5 – provides indicative timings.
- Page 6 – provides a summary of the approach to materiality.
- Page 7 – identifies key risks.
- Page 8 – details the College specific risks to be investigated, these are a) acquisition of Vision Workforce Skills, b) valuation of Estate, c) pensions, assets and liabilities, d) recognition of income, e) change in funding landscape, f) financial performance, g) key accounting judgements, h) key accounting policies and i) regulatory.
- Page 14 – details the Audit Team – this is the same as last year.
- Page 15 – some minor amendments made, the reference to Skilldrive should be BKSB, also an audit of Safety Plus Construction is to be completed, therefore an additional fee of £1030. It was explained that there was some small legacy data in this area, so an audit was required.
- Page 16 – appendices provided regarding sector updates. Of particular interest is the changing funding methodology and joint audit code of practice. It was agreed that at the November Committee meeting, KPMG would attend and provide a funding update.

KPMG

November
2013

Having reviewed the report, members were entirely happy to approve the 2012/13 planning memorandum.

Signed : _____ Chair

Date:

AGREED: to approve the 2012/13 KPMG planning memorandum.

13.20 RISK MANAGEMENT

The Director of Communications & Marketing introduced this report and reminded Governors that the first iteration of the Risk Register was approved by the Audit Committee in June 2012 and subsequently by the Corporation Board in July. The Risk Register was constructed in two phases throughout the year, the first following an assessment of risks associated with the business plan, and subsequently being an assessment of risks from the self-assessment process and operational delivery. No further risks were added as a result of the self-assessment process in 2012/13. In terms of Executive ownership, each risk is assigned an Executive owner, and the Executive Team consider the risk register and changes to the risk environment on a termly basis. Items, such as the property strategy, form standing items on Executive agendas, with others, such as relationships, HR and financial stability being considered against regular reports against KPI's.

Members' attention was drawn to appendix 1, which details how each risk has been monitored throughout the year by the Corporation Board and each standing Committee of the Board.

Significant Risk Register – with the exception of risks related to data ownership, all significant risks on the register have been monitored at least once by the Corporation Board or their Committee owner. Most of their significant risks relating to Quality have been monitored at every meeting of the Standards Committee, and at the majority of Corporation meetings. It was confirmed that data ownership is implicitly monitored through standards, but it was felt that there was a need to update this Committee next year to give assurance.

Contingent Risk Register – risks identified within the Contingent Risk Register have been monitored by the Corporation Board or its Committee, at least once during the year.

Members were advised that for the first time this year, the College have included a target risk score against which they can measure mitigating risks to which the College is exposed. In most cases, significant risk scores have been decreased, some by a considerable way. These scores have been agreed in light of the Colleges ability to monitor and manage risk as opposed to whether risk still exists in the area. Governors were asked to note that quality, property strategy and financial stability have all dropped significantly in terms of their residual score, the latter two taking them from significant to medium level risks.

Two risks – Human Resources and Communication & Reputation have not reduced their residual score. Human Resources in light of the acquisition of Pearson In Practice, and Communication & Reputation in light of the outcome of the Stakeholder survey reported to the April

Director
C&M

November
2013

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Board meeting. One risk that relates to 16-18 work based learning programme has actually increased in risk throughout the year – the residual risk now stands at 16 as opposed to 12, this is largely due to the College under achieving against this target.

Members discussed the risk register for Vision Workforce Skills and acknowledged that whilst it is developed and owned by the VWS Board of Directors, it was felt that VWS risks need to have a high profile on the College risk register to ensure that they are properly monitored.

Director
C&M

2013/14

In general, it was pleasing to note that the risk register had, on the whole stayed the same, with very little change, this evidences good Management.

AGREED: to note the content of the annual report on Risk Management activity for 2012/13.

Risk Management Strategy & Register 2013/14

Members` attention was drawn to 227 and the proposals for risk management and the risk register for 2013/14. The Director of Communications & Marketing confirmed that there was very little change, except for:

- Self-assessment process – this is one of the key ways in which the College identifies and manages its risk profile. All Managers are required to provide an annual assessment of their performance. Key strengths and areas of improvement are identified through this process. Managers will be asked to identify any risk to the maintenance of their strengths and assess the levels of risk that their area for improvement poses. This will lead to the production of Directorate or School level risk registers, the format of which will be aligned to the contingent risk register. Actions to address this will be included within the Quality Improvement and Operational Plans for Schools or of Learning Teams. Progress against actions to mitigate risks will be monitored by Teams and will be included within cross-College review processes. Risks identified through this process may be escalated on to the significant risk register where they have a cross-College, significant and probable impact.

In terms of the risk register proposed at page 294, it was acknowledged that the red rated items, were high in number and that this was symptomatic of the environment. It was acknowledged that 16-18 work based learning has significantly moved up the register and is now at the top, this is a real challenge for the College in terms of student numbers. The Director of Communication & Marketing indicated that it was the expectation that item 2 – Studio School implementation would be downgraded at the November meeting due to work undertaken over the summer. The property strategy and financial stability risks have been significantly down graded, given that the College now has a proven track

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record of good management in these areas, albeit that the College relies upon the correct implementation of practices and processes in place.

Members all agreed that they would wish to see a specific line included in the risk register at page 29 for Vision Workforce Skills, all felt that this was appropriate given that the College was carrying a significant amount of risk regarding Learner numbers and employer engagement in this area. The content of the Vision Workforce Skills risk register at page 322 was reviewed and noted.

Director
C&M

2013/14

AGREED to:

- a) Note the 2012/13 annual report on Risk management.
- b) Approve the 2013/14 Risk Management Strategy and Register.

13.21 REGISTERS, ATTENDANCE & RECORDING – 2012/2013 END OF YEAR REPORT

The Director of Finance introduced this item and confirmed that this is the conclusion of four in-year reports. Members reviewed the statistics on page 329 and acknowledged that whilst gradual improvements have been seen, there were still issues to address, particularly in relation to registers being marked after class.

All agreed that it was positive that the total percentage of unmarked registers had fallen from 23% in October 2012 to 2% at the end of May 2013. Whilst this still leaves a little room for improvement, it gives confidence that the additional controls applied have been effective in operation. The Director of Finance confirmed that the College was trialling some IT in this area which should help to improve the situation further.

Members questioned whether now was the time to make register non-compliance a disciplinary matter, it was acknowledged by all that the issues identified an area of a concern regarding efficiency and rework. Members, given the continuing support and monitoring throughout year felt that non-compliance has gone beyond a training issue and should now be disciplinary. The Director of Finance confirmed that he would feedback the Committee's comments to the Executive Team for discussion.

Going forward, it was confirmed that an annual report only would be provided and that this would be at the June meeting each year.

Director
Finance

June 2014

AGREED: to note the update provided.

13.22 AUDIT SERVICE SECTOR UPDATE

Members all agreed that this had been covered in Internal Audit reports earlier in the meeting.

Signed : _____ Chair

Date:

13.23 **GOVERNANCE**

1) Committee Work Plan

The Clerk to the Corporation indicated that given the change in timings proposed (cancellation of the 3 October meeting and an alternative meeting scheduled for April 2014), she would rework the plan and then email out to all Governors.

Clerk

July 2013

2) Committee Self-Assessment 2012/13

Members felt that having reviewed the Terms of Reference, they had met the objectives set. It was, however, agreed that in the new academic year the College Team would work harder to get papers out earlier, with two weeks prior to the meeting being optimum.

3) Committee Terms of Reference 2013/14

The Clerk to the Corporation introduced this item and confirmed that part 2 of the JACOP has recently been published, and within this document, at paragraph 25, there is a summary of the minimum duties of the Audit Committee. While in essence, the core responsibilities remain the same, there are some different nuances particularly regarding the advisory role of the Committee and the content of the Audit Committee annual report to the Corporation. Slightly amended Terms of Reference were proposed to ensure that they are aligned with the JACOP summary of minimum duties. All members agreed that this was a sensible way forward and were happy to approve the changes and recommended to the Board for approval.

AGREED: to recommend that the Board approve the amended Terms of Reference 2013/14.

4) Committee Membership 2013/14

Members all agreed that membership was strong and that they would wish to see it remain unchanged for the new academic year.

AGREED: to recommend that the Board approve, unchanged Committee Membership for the 2013/14 academic year.

5) KPMG Audit Committee Statement

The Clerk to the Corporation confirmed that the requirements set out only apply to publicly listed companies and therefore it is not something to concern the Board at this time. There is no suggestion that the extended disclosure requirements would apply to colleges at this time.

AGREED: to note the update provided.

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Date:

6) Audit & Accountability Annex to the Foundation Code of Governance

The Clerk to the Corporation introduced this item and confirmed that as the College has previously agreed to adopt the Foundation Code of Governance, the expectation is that the Board will also adopt the same. Members reviewed the content and were happy that it represented good practice and didn't cause any areas of concern.

AGREED: to recommend that the Corporation approve the adoption of the Audit & Accountability Annex to the FE Foundation Code of Governance.

13.24 AOB

There were no items of additional business.

13.25 DATE OF NEXT MEETING

With the changes identified today, it was agreed that the next scheduled meeting would be Thursday 7 November 2013 at 5.00 pm.

Chris Bodger tendered his apologies in advance for this meeting.

Meeting closed at 7.00 pm.

Signed : _____Chair

Date: