



MINUTES OF THE CORPORATION BOARD MEETING
HELD ON FRIDAY 17 MARCH 2023 IN THE EXCHANGE BOARD ROOM / VIA MICROSOFT
TEAMS

PRESENT:

Lillian Croston	Chair
Paul Levet	Vice-Chair
Dr Fazal Dad	Principal and Chief Executive
Mark Allanson	Member
Fran Crossland*	Member
Ram Gupta*	Member
Khadija Ibrahimova	FE Student Governor
Imaan Ijaz	HE Student Governor
Michael Lee	Business Support Staff Governor
Andrea Machell	Member
Mark Moren	Academic Staff Governor
Paul Morris	Member
Arif Patel	Member
Steve Waggott*	Member

IN ATTENDANCE:

Melissa Drayson*	Rockborn Management Consultants (Observer)
Jennifer Eastham	Vice-Principal: Finance and Corporate Services
Rachel Tarplee	Vice-Principal: Curriculum and Quality
Nicola Clayton	Director: Business Development and External Engagement
Sarah Horeesorun	Director of Governance
David Swift	Observer

* indicates attendance via Microsoft Teams

The meeting started at 14:00 and was quorate.

The Chair welcomed everyone to the meeting and extended a special welcome to Melissa Drayson from Rockborn Management Consultants, to David Swift and also to the Student Governors. Melissa Drayson was observing the meeting as part of the External Governance Review to commence after Easter. David Swift was the new Co-opted Audit Committee member starting 1 April 2023 and attended the Board meeting by invitation of the Chair. This was the first full Board meeting for the Student Governors and for the benefit of all attendees there were round-table introductions from everyone participating.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Governors Chris Johnson, Taiyab Sufi, Catherine Hill OBE and Associate Member, Dr Zubair Iqbal.

2. DECLARATION OF CONFLICTS OF INTEREST

The Chair advised those in attendance that should members of the Corporation Board become aware of any potential conflicts of interest, they should be disclosed at the earliest opportunity during the meeting.

3. MINUTES OF THE CORPORATION BOARD MEETING HELD ON 9 DECEMBER 2022

A member highlighted Item 7(ii) on page 6 of the minutes and the need to have a discussion at a Learning and Quality Committee meeting on the Office for Students (OfS) benchmark performance B3 Metrics. The Principal and Chief Executive agreed and updated members on the latest position and response regarding the B3 Metrics.

The Chair followed up on the HR Item (Item 17) on page 13 and enquired if there had been any progress made on Exit Interviews. The Vice-Principal: Finance and Corporate Services confirmed that several approaches were used to conduct Exit Interviews for staff leavers including face to face meetings, phone conversations and online surveys.

The Board agreed that the minutes of the Corporation Board meeting held on 9 December 2022 be **APPROVED** as a true and accurate record. The meeting Minutes would be signed by the Chair.

4. MATTERS ARISING

There were no new matters arising, the Board having noted the status of actions from the previous meetings.

The Chair reminded Board members that a large number of items on the agenda for this meeting were for approval and had been discussed in detail at the various Committee meetings, as indicated.

5. ITEMS PREVIOUSLY CONSIDERED BY THE GOVERNANCE PANEL

The Director of Governance provided the Board with the latest position on Board and Committee membership and vacancies. Members noted the update and content of the supporting Report informing members that:

- The Governance Panel was keen to appoint a Governor with Legal expertise. Mr Ridwaan Omar had expressed an interest in becoming a Governor at the College and was a keen advocate for education. Mr Omar had been a student at the College, lived locally and had forged a successful career in the Legal profession.
- Mr Paul Levet, Vice-Chair of the Corporation Board and Chair of the Policy and Resources Committee intended to stand down at the end of his term. The Instruments and Articles permitted members to nominate and vote on the incumbent and the Governance Panel proposed that Catherine Hill OBE be the new Vice-Chair of the Corporation Board and that Arif Patel be the new Chair of the Policy and Resources Committee.
- The Chair of the Corporation's term of office ends on 31 March 2024 and the Governance Panel would be considering a successor. Following due process, Board members were invited to consider this position and submit expressions of interest to the Director of Governance by 5pm on Friday 26 May 2023.
- Arif Patel had expressed an interest in joining the Student Voice Committee.
- Four Board members terms of office were due to end on 31 March 2023 and all had confirmed that they wished to continue as Governors and support the College.

The Corporation Board members voted and **APPROVED** the following:

- Catherine Hill OBE to the position of Vice-Chair of the Corporation Board and Remuneration Committee Chair
- Arif Patel to the Student Voice Committee
- Arif Patel as Chair of the Policy and Resources Committee and as Chair of the Policy and Resources Committee, would also be a member of the Governance Panel
- **RATIFIED** the appointment of Mr Ridwaan Omar as an Independent Governor, member of the Corporation Board and Policy and Resources for the term of office starting 17 March 2023 until 31 March 2026.
- Re-appointment of the following Governors for a term of three years ending 31 March 2026:
 - Chris Johnson
 - Paul Morris
 - Arif Patel
 - Steve Waggott

Actions: Expressions of interest were sought from Board members for the following positions:

- **Chair of the Corporation Board**
- **SEND link Governor**

The Chair thanked the Board for confirming the appointments and reappointments, and for their continued support of the Corporation Board at Blackburn College.

6. ITEMS PREVIOUSLY CONSIDERED BY THE AUDIT COMMITTEE

6(i) Appointment of External Audit Service

The Vice-Principal: Finance and Corporate Services introduced this Item seeking approval for the appointment of Beever and Struthers as the External Auditors of the College's Financial Statements for the year ending 31 July 2023.

Based on the experience for 2021/22, content of the accompanying Report and recommendation from the Audit Committee, the Board **APPROVED** the appointment of Beever and Struthers as the regularity auditors to undertake the Financial Statements Audit for the 2022/23 year-end.

6(ii) Risk Management – Risk Register

The Vice-Principal: Finance and Corporate Services informed members that the Risk Register (Appendix One) had been discussed at the Audit Committee and subsequently a few amends had been made. No new Risks had been identified and two risks were rated as 'red' at that time.

In the discussions that followed it was suggested that Risk C3 pertaining to the OfS condition B3 metrics be increased from amber to red.

Action: Vice-Principal: Finance and Corporate Services

The Chair raised concern around the two risks rated as red and added that increased marketing to schools could increase student recruitment. The Principal and Chief Executive explained that there had been personnel changes in the Marketing Team and new initiatives were underway to enhance the Colleges' good reputation and encourage student recruitment.

The Board **APPROVED** the Risk Register at Annex One.

7. ITEMS PREVIOUSLY CONSIDERED BY THE POLICY AND RESOURCES COMMITTEE

7(i) Management Accounts for the period ending 31 January 2023

The Vice-Principal: Finance and Corporate Services talked members through the Report and Management Accounts at Appendix 1. The income and expenditure summary provided the position at 31 January 2023 and the Board noted that income was falling and outgoings rising.

The reasons for the shortfall in forecast outturn were explained as variances in Higher Education and Commercial income, plus it was acknowledged that both inflation and the cost of utilities were rising. Management were managing the risk through close scrutiny of expenditure and tight cost controls were in place.

There followed discussion of the cost of utilities, particularly as the fixed rate was coming to an end, and the College was working with the supplier and monitoring the market to secure a good deal. The Board scrutinised further, the challenges around Higher Education. These were discussed at length and it was recognised that student numbers were in decline nationally, and that there was more that the College could do to better predict take up of courses and increase student numbers through effective marketing. The Principal and Chief Executive explained that the College was working closely with a member of the FE Commissioner's (FEC) Team to conduct a root and branch review of the HE curriculum and this would inform and improve planning and marketing of the future HE offer.

The Chair asked what the budget forecast position would be for the end of year to which the Vice-Principal: Finance and Corporate services responded, explaining that there were many challenges in the sector. However, if the forecast out-turn was the wrong side of breakeven, the Board could be reassured that cash balance reserves were available if needed. The Principal and Chief Executive sought clarification of any impact on the FEC Financial Health Rating and the Vice-Principal confirmed that the College would still have an 'Outstanding' Financial Health rating.

The Principal and Chief Executive updated the Board on the current position with regard to staff pay negotiations with the Unions and the potential threat of further strike action. The Principal and Chief Executive would continue to work with the Unions and reassured the Board that the budget forecast would include costs for the staff pay agreement for next year.

The Principal and Chief Executive added that the Management Team would continue to make rational financial decisions that would make savings, but in no way compromise the quality of education or the student experience.

The Vice-Chair of the Corporation Board, and Chair of the Policy and Resources Committee, thanked the Vice-Principal: Finance and Corporate Services for the Management Accounts and said that, on behalf of the Committee, he had every faith that the Team would do their very best to ensure the College is in a break-even position at year-end.

The Board **APPROVED** the Report and Management Accounts.

7(ii) Financial Objectives

The Vice-Principal: Finance and Corporate Services had presented this Report and proposed changes to the Policy and Resources Committee in February where it had been agreed and recommended to the Board for approval.

The Chair of the Policy and Resources Committee had worked with the Vice-Principal to come up with a replacement Objective for no.3 that challenged the planning and decision-making

processes behind the investment in the College campus. The suggested change would support the Board having sight of plans for, and evaluation of, capital projects to ensure spend was prudent and wise.

The Board agreed that this made sense, but thought that a Strategic Masterplan was needed and that any capital projects should be part of that overarching plan and not standalone or ad-hoc projects. The Strategic Masterplan should reflect the Accountability Statement and priorities and needs of the community, Local Authority and DfE. It was thought sensible to have a framework and process underpinning the Masterplan that would include a business case, consideration of affordability, if fit for purpose, compliance and a timeline for consideration by the Board. The Vice-Principal: Finance and Corporate Services agreed to revisit the wording of this objective, think about how the it would link back to the accounts, and make clear how it linked to the strategic objectives.

Action: Vice-Principal: Finance and Corporate Services

It was agreed that this would be a sensible way forward and that the Board would revisit the Financial Objectives at a future meeting.

7(iii) Annual Review of the Counter Fraud Strategy

The Vice-Principal: Finance and Corporate Services introduced this Report and explained that this overarching strategy harnessed all of the activities that the College was doing to counter fraud in and against the College. The Strategy had been considered by the Audit Committee and at the Policy and Resources meeting where it suggested that all new staff should read through the associated policies listed in the Strategy.

The Chair challenged the point about raising staff awareness of the Strategy, Policies and actions to take should fraud be suspected or identified. The Vice-Principal: Finance and Corporate Services explained that new staff are required to read the policies as part of their induction and that an all staff email is issued each time a policy is refreshed as part of its routine lifespan review. The expectation was that staff look at and review any revisions made. There were other policies, for example the Anti-Bribery and Gifts policy, that were distributed to all staff annually, particularly ahead of Christmas. It was thought that raising awareness of fraud should be included as part of a rolling CPD programme and the Vice-Principal: Finance and Corporate Services agreed to take this up with the new Head of Quality and Standards.

Action: Vice-Principal: Finance and Corporate Services.

The Board **APPROVED** the Counter Fraud Strategy.

7(iv) College Key Performance Indicators (KPIs)

The Vice-Principal: Finance and Corporate Services introduced the KPI Report for the period ending 31 January 2023 and explained that the performance was at mid-year point, with some of the KPIs not yet reportable as it was too early, for example, the students had until the end of the year/after exams to achieve.

Summarising the KPI performance in Appendix A, the Board noted that:

- 5 were on target
- 5 were under target
- 11 were not yet reportable.

The Report had been scrutinised at the Policy and Resources Committee meeting on 27 February 2023 where it was noted that Higher Education Learner Count, Staff Turnover and Surplus/Deficit KPI targets had not been met and the mitigating actions in place.

Board discussion focused on Staff Turnover which was RAG rated as Red and higher than projected. As with many providers, there continued to be challenges with more jobs than

applicants and issues around pay and agile working being cited as obstacles to filling vacancies with top quality candidates. These were common themes throughout the sector and the strain of unfilled vacancies created pressure on existing staff. To seek to resolve long-standing and hard to fill vacancies, the College was adopting a fresh approach and engaging a local Recruitment Agent to advise on and promote job opportunities.

It was suggested that the year to date (YTD) data for Apprenticeships should be provided on a rolling basis rather than wait until the end of the year. This would indicate if the College was on track to achieve the target.

Action: Director of Business and Employer Engagement.

The Chair queried KPI 5 and why the target for 16-18 achievement appeared lower than in the preceding years. The Principal and Chief Executive explained that during the Covid years, TAGs and CAGs were in place and that this year was a critical year, post Covid, so the target was ambitious yet realistic.

The Board **APPROVED** the Key Performance Indicator Report for the period ending 31 January 2023.

8. SINGLE EQUALITY ANNUAL REPORT 2021-22

The Vice-Principal: Curriculum and Quality presented an update on the Single Equality Action Plan 2021-22. Included in the Report was the Single Equality and Safeguarding Committee Annual Report 2021-22. The Report had previously been considered by the Single Equality Committee, Academic Board and Learning and Quality Committee.

The Board noted that two of the four Student Equality objectives had been achieved and that the gaps in some of the underperforming groups had significantly reduced.

The Board commended the Single Equality Committee Annual Report for being thorough and **APPROVED** the Report.

9. CHAIR'S REPORT

The Chair provided a verbal update reflecting on a very busy time for the College since the last Board meeting on 9 December 2022 and as it continued to forge ahead with new plans and initiatives.

The College Carol Service in the Cathedral in December was well attended and united the College and community.

January commenced with the A Level Awards ceremony and an opportunity for family and friends to celebrate student achievements.

The Annual Strategic Conversation between the ESFA, Senior Management Team and Chair was held in February and attended by a member of the FE Commissioners Team. It was remarked that it was nice to come to a 'good College', a sentiment echoed by the positive conversations and the Chair added a well-deserved congratulations to all.

The Principal and Chief Executive was doing well to publicise the College and enhance the reputation throughout the local community. Events such as the One Voice Awards Dinner, where Dr Dad presented an award served to highlight this.

As well as events and meetings, the Chair had participated in online webinars, seminars and CPD opportunities. The recent Institute of Directors Conference was one such online conference, and

speakers, including the FE Commissioner, Shelagh Legrave, talked about the future of work and learning and summarised a good college as having:

- A very clear structure in the Management Team
- An Accountability Framework which set targets
- Excellent data
- An understanding of courses which become lost leaders
- A clear project plan

The Chair also attended the North West Regional Chairs meeting where Julian Gravatt (AoC) shared a clear message for Colleges to:

(i) Have a clear purpose, and;

(ii) Not lose focus on the College's core tasks of student/customer satisfaction, excellent learning, staff effectiveness, relevant courses and solvency.

The AoC shared with participants their plans for a new, slimmed down Code of Good Governance, and there was recognition that the challenges across the sector were:

- Qualification Reform
- The number and quality of Apprentices
- HE and Technical Qualifications
- Staffing crisis – recruitment, retention and pay.

The Chair name checked a number of other Governors participating in online training, including the ETF Governance Development Programme which posed questions that the Corporation Board needs to be asking of itself, for example:

1. What part does the Board play in influencing the College Strategy and Strategic direction?
2. Is the Board doing enough networking within the local community and drawing local businesses in?

It was also mentioned here that there would be a huge increase in Adult Learning, up to 200,000, in the years up to 2030 and the Chair asked, as a College, what are we doing to prepare for that?

Representatives of the National Cyber Force had visited the College and met with students, staff and Ram Gupta as Lead Skills Governor and link Governor on Cyber and Digital. Ram commented that it had been a very positive meeting and he was very proud of how well it went.

The Chair had visited the College quite a bit of late, participating in Quality Summits and planned to do some Learning Walks in HE next Term, encouraging other Governors to do likewise with the aim of increasing the focus on HE improvements, encouraging attendance, improving Teaching and Learning and increasing achievements to meet B3 standards.

In concluding, the Chair informed the Board that she had completed the appraisals for both the Principal and Chief Executive and Director of Governance. The Chair assured the Board that all was well and that Dr Dad continued to drive the College forward with energy and passion, listing the success of The Exchange and HEAT, preparations for T levels and his dynamic and inspired leadership in developing new initiatives such as the Business Hub and Cyber Security Suite.

The Director of Governance had made an excellent start and had been very effective in managing an extraordinary heavy workload this term whilst still delivering on usual administrative tasks and participating in her professional qualification course. The Chair thanked the Director of Governance and extended her gratitude to the whole Management Team and Governors who, through their hard work, scrutiny and challenges were working very hard to take the College from Good to Outstanding.

10. PRINCIPAL AND CHIEF EXECUTIVE'S REPORT

Before presenting his Report, the Principal and Chief Executive seized the opportunity to thank the Board for the realistic and honest debate and challenge provided, noting that the Board dynamics

had changed. The Board was focused on getting the right outcomes for the students and community, providing the stimulus and a clear line of sight and direction to steer the College to achieve its goals. The Principal and Chief Executive thanked the Governors and acknowledged the hard work, professionalism and sense of duty of all of the College staff working together as a Team to realise student aspirations.

The Principal and Chief Executive presented his Report which included the latest on student retention, attendance and achievement.

The commentary highlighted the critical areas for student achievement this academic year which needed to significantly improve including HE, Apprentices and GCSE maths and English re-sit student outcomes. The College would be suspending all teaching and learning for five mornings to accommodate the 1600 students resitting their GCSE maths and English.

The in-year FE retention rate of 97% was encouraging and indicated that the approach of right learner, right course, right support and right experience would hopefully inspire the right outcome.

The Principal and Chief Executive talked the Board through the College's planned response and timing to the OfS condition B3 notification, and mentioned some changes in the HE Senior Leadership Team. Day to day HE operations would be managed by the Vice-Principal: Curriculum and Quality.

A new Director of Quality Innovation had been offered the position and the Principal and Chief Executive reminded Board members that the College was in scope for an Ofsted inspection so it was imperative to continue to support teachers to raise standards of education and develop pedagogy practices.

Summarising other developments, the Principal and Chief Executive informed the Board that:

- Preparations were well underway for the three T-Levels and funding money earmarked for resources.
- Campus developments were taking shape with the creation of the Cyber Foundry, Hospital Ward and East Lancashire Innovation Skills Hub.
- The College continued to work with DfE to secure the financial package to carry out the refurbishment programme of the Victoria Building, though commencement of this work had been pushed back to late June 2023.

The Board Seminar had reviewed the draft Accountability Statement and a whole Board standalone meeting would be arranged to agree this and meet the submission deadline of 31 May 2023.

Action: Director of Governance

There was also an expectation on the Board – 'Duty to Review' - to work with other local college Boards to conduct a skills audit for Lancashire to align provision with skills needs. In addition, there was a requirement that the Board be reviewed externally every three years.

Open events and applications indicated that student recruitment for 16-18-year olds was in line with last year, though applications for HE were down and managers developing additional recruitment strategies to boost numbers.

The Chair thanked the Principal and Chief Executive for his Report and praised all of the good work that the College was doing.

11. STAFF GOVERNORS' REPORT

The Staff Governors presented their Report commenting that student enrichment activities had received good feedback from both staff and students.

Wi-fi speed and heating had caused issues in some buildings and staff were keen to hear the outcome from the Agile/Hybrid Working Group, but appreciated that this was very complex. The Principal and Chief Executive agreed that there were many considerations when developing an Agile Working Strategy, but that this was being thoroughly thought through and something would be in place by the end of the Academic Year.

Staff were complimentary of the new approach to Health and Safety and remarked that the shift in culture was welcomed.

The Chair thanked the Staff Governors for their Report.

12. STRATEGIC PLAN 2022-25 – ANNUAL OPERATING STATEMENT – PROGRESS UPDATE AS AT 31 JANUARY 2023

The Vice-Principal: Finance and Corporate Services introduced this Report which provided the first update for 2022/23.

The Report enabled the Board to monitor the College's progress to delivering the Strategic Plan.

The Board noted that of the 23 targets for 2021/22

- 4 were on target to achieve
- 6 were on target in part
- 1 was under target
- 12 were not yet reportable

The detail was supplied in Annex A and the Board noted the progress made on investment in facilities, Gatsby Benchmarks and the FE Climate Change Roadmap. An area of concern was growth in commercial income and a request was repeated from the earlier KPI Item for actual performance figures for Apprentices rather than best case estimates.

Action: Director of Employer and Business Engagement

The Board **APPROVED** the Strategic Plan Operating Statement Report.

13. FURTHER EDUCATION QUALITY IMPROVEMENT PLAN (QIP) 2022/23

The Vice-Principal: Curriculum and Quality talked the Board through the Report informing them that out of ten reportable actions one was rated as 'Green' and had been completed and nine were rated as being 'Amber'.

Expanding on the Report, the Vice-Principal explained that Deep Dives or Quality of Education Reviews, as they were now called, had been completed at the start of the process on all areas identified as being high risk, and as the process progressed, less inconsistencies had been identified. Attendance in maths and English GCSE was highlighted as an area of concern and a big intervention with over 500 letters sent to students and parents plus enforcement of stage 1 disciplinary actions had resulted in a significant increase in attendance. There were known staffing issues in maths and English with staff absences and on-going performance management actions.

Additional training and support had been introduced for teachers and students from an external supplier funded through the Tuition Fund. Engagement in maths and English had increased.

Reviewing the QIP, the Board noted that there were still pockets of inconsistencies and that those courses remained in Urgent Care with targeted interventions.

The Chair remarked on the huge undertaking of sending out so many letters noting that it was worthwhile as attendance had increased.

14. HIGHER EDUCATION QUALITY IMPROVEMENT PLAN (QiP) 2022/23

The Vice-Principal: Curriculum and Quality summarised the content of the Report highlighting that eight of the nine reportable actions were categorised as 'Amber', and the remaining one was now 'Red' due to the predicted achievement outcome being below that of the KPI target.

Attendance, particularly in Creative and Digital, was of concern and targeted interventions were in place to encourage improvements and to ensure that the maximum number of students achieved their qualification.

The Board remained concerned about HE. There was discussion of sharing the best practice from FE with HE, whilst acknowledging that the style of University teaching and learning was different from FE, and that the whole HE sector is struggling due to low levels of recruitment and competition between providers for a falling number of potential learners. It was agreed fundamental that a fuller discussion be had on the HE student experience, wrap around care and support, and consideration of the College's HE course offer. The Principal and Chief Executive would report to the next Learning and Quality Committee meeting on the timing of an HE Strategy discussion.

Action: Principal and Chief Executive

15. MINUTES OF COMMITTEE MEETINGS

The Chair approved minutes from the following Committees were received for information:

- Learning and Quality – 1 December 2022 & 9 February 2023
- Student Voice – 1 February 2023
- Audit Committee – 21 February 2023

It was noted that the minutes of the Policy and Resources Committee meeting held on 27 February 2023 and Governance Panel meeting 30 January 2023 had not yet been approved by the respective Committee Chair and would therefore be included in papers for the next Board meeting.

16. SAFEGUARDING ASSURANCE REPORT

This Report was supplied for information. The Board noted its content and were assured that the College had strong safeguarding measures and robust systems and processes in place to safeguard students across all aspects of its provision.

The increase in cases of suicidal intent and SmoothWall alerts were highlighted and appropriate support and measures in place to deal with incidents reported, including referral to outside agencies. The College had a good relationship with the LADO and was participating in the local Health Equity Council addressing adverse childhood experiences.

17. HUMAN RESOURCES (HR) UPDATE AS AT 31 JANUARY 2023

The Report provided the Board with an update on HR related issues for the period 1 August 2022 to 31 January 2023. The Report had been discussed extensively at the Policy and Resources Committee meeting on 27 February 2023 and was provided to the Board for information.

The Board noted the content of the Report.

18. ORGANISATIONAL DEVELOPMENT REPORT 2022/23 – AUGUST 2022 – 31 JANUARY 2023

The Report provided a summary of the Organisational Development Activity for the period 1 August 2022- 31 January 2023. The key data sets were included in Appendix 1, and the Report highlighted significant staff development activity and increased Continuous Professional Development (CPD). The Board were pleased to learn that staff satisfaction of staff development was 100%.

The Board received this Report for information.

19. HEALTH AND SAFETY UPDATE

The Report, which had been considered by the Policy and Resources Committee on 27 February 2023, provided information on the key health and safety activities during the year to date, including incident statistics, legislative changes, audits and inspections.

The Board received this Report for information.

20. NET CARBON ZERO - UPDATE

The Report provided Board members with information on progress against the 31-step FE Climate Change Road Map, a copy of progress against the Action Plan being included in the papers. The Report had been presented to the Policy and Resources Committee at its meeting on 27 February 2023, and highlights included the Sustainability Officer commencing employment in January 2023, a Sustainability staff survey to be rolled out and energy saving projects being identified to benefit from ESFA grants.

The Board received this Report for information.

21. LANCASHIRE COLLEGES HEADLINE BENCHMARKING 2021/22

The Report provided the Board with an update on the headline financial position of the Lancashire Colleges. The analysis attached to the Report showed comparison figures for the last three years.

The Board received this Report for information.

22. ANY OTHER BUSINESS

Having canvassed members for any other business, of which there was none, the Chair took this opportunity to thank Mr Paul Levet for his support of the Board, the College and Chair. Paul Levet was stepping down as Vice-Chair and Chair of the Policy and Resources Committee and the Board agreed that they would miss his trusted financial advice and support at College events, but wished him the very best of health and best of luck.

23. REVIEW OF MEETING

The Chair thanked all attendees in person and on MS Teams for their valuable contributions to the meeting.

24. DATE AND TIME OF NEXT MEETING

Friday 7 July 2023 Board Meeting at 2pm.