



**MINUTES OF THE REIGATE LEARNING ALLIANCE TRUST BOARD MEETING HELD  
ON TUESDAY 11 JULY 2023 @17.30**

**Present:** Ms Pat Frankland – Chair  
Mr Stephen Hewes  
Mr Richard Stephen  
Mr Spencer Bowen – Vice Chair  
Mr Farouk Durrani  
Ms Yvette Robbins  
Mr Gerard Weide  
Ms Kate Fulker  
Mr Chris Whelan - Chief Executive Officer  
Mr Nick Clark – Executive Principal

**In attendance:** Mr Jon Allen (Governance Professional)  
Ms Kim Saw (Director of Finance)

**SECTION 1: FORMAL AGENDA ITEMS**

**1. APOLOGIES, WELCOME & ANOUNCEMENT**

There were no apologies. The Chair welcomed everyone to the meeting.

The Governance Professional outlined the new approach to be followed for Board agendas commencing from this meeting that was an action point arising from the review of governance. Each Board agenda to remind trustees of the duties of the Board and of trustees. Board agendas to be put together in the following sections:

- Section 1: Formal agenda items – Welcome, Apologies, Declaration of Interests, Minutes, Summary Action List;
- Section 2: Strategic matters including the review of the CEO Report, monitoring of College performance against agreed KPIs, monitoring of risk through the review of the Risk Register;
- Section 3: Non-delegable duties and Statutory/Compliance duties;
- Section 4: Committee reporting.

**2. DECLARATIONS OF INTEREST**

Richard Stephen declared that he is Chair/Secretary of the Reigate Priory Youth Football Club who on a regular basis hire the College's sports hall and Wallfield pitches, but he confirmed he has no direct involvement in the negotiations for the hiring of these facilities or the College's sponsorship of the club. There were no other declared interests against any of the agenda items.

### 3. TRUSTEE MEMBERSHIP UPDATE

Trustees were informed Members have approved the appointment of Ms Christine Downton to be a Trustee with effect from 01 September 2023. Christine will be a member of the Finance & Resources Committee.

As this was the last meeting to be attended by Richard Stephen, the Chair, on behalf of the Board, thanked Richard for his invaluable contributions during his period of office and for the leadership he provided as Chair of the Finance & Resources Committee. A small presentation was made available to Richard to thank him for his services.

### 4. MINUTES

It was **RESOLVED** to approve the minutes of the Trust Board meeting held 21 March 2023 (Paper 1).

It was **RESOLVED** to approve the confidential minutes of the Trust Board meeting held 21 March 2023 (Paper 2).

### 5. SUMMARY ACTION LIST

The 'Summary Action List' (Paper 3) was received and the following updates were noted:

MIN	ACTION	UPDATE
5	ILC Claim – to inform Trustees of the outcome	It was confirmed the Claim was settled to in line with the amount approved by the Board.
6	Risk Register  It was <b>AGREED</b> to update the Risk Register to include a commentary on any evidence referred to that shows how the risk has been or is being addressed.	Agenda item
6	Internal Audit of EHCP – to inform Trustees of the outcome of the audit	Agenda item (Audit & Risk Committee Report)
9	Governance Review Action Plan	Agenda item
12	Financial Regulations:  (i) On page 2, against the policies referred to, to indicate which Trust Committee would be appropriate to review the policy, and when would such reviews be undertaken. (ii) Under 7.1, second bullet point, replace 'BAC' with 'Electronics'. (iii) To issue monthly Management Accounts to all Trustees over and above the requirement to issue these to Trustees six times a year.	Confirmation was received that the requested changes have been made to the Financial Regulations.

## SECTION 2: MONITORING OF RISK, STRATEGIC MATTERS & MONITORING OF COLLEGE PERFORMANCE.

### 6. RISK REGISTER

The 'Risk Register 2022/23' was received (Paper 4). The Risk Register was subject to a thorough review undertaken by the Audit & Risk Committee meeting held on 26 June.

At the last Board meeting a request was made for more examples of mitigation actions to be added to the Risk Register and these were highlighted in yellow.

It was confirmed no new risks have been added to the Risk Register since the last review undertaken by the Board.

At the June meeting of the Audit & Risk Committee it was agreed to take off the Risk Register the risk relating to Covid – Risk 17.

Trustees, whilst acknowledging the specific risk relating to Covid is no longer required, asked if consideration could be given to having a risk specific to the interruption of College business through either a pandemic outbreak or other similar events that would prevent the College from operating normally. The CEO replied that although the specific risk to Covid has been removed from the Strategic Risk Register there are risks on the register that cover mitigating against the disruption of normal College business.

It was **RESOLVED** to note the 'Risk Register'.

### 7. CHIEF EXECUTIVE OFFICER UPDATE

The report from the CEO (Paper 5) provided the following updates:

#### Funding

- Funding for 22023/24 has been increased by approx. 2%. Per learner funding for next year scheduled to increase by 1.89%.
- Reported previously but with no further news:
  - ESFA proposing to require all schools/colleges to move to an end of March financial year.
  - DfE looking at increasing the contribution rates for the Teachers' Pension Scheme.

#### Exams

- These took place as scheduled with no operational issues arising.
- Grade boundaries are to be moved in the direction of the 2019 exam series, but with an option to decide at a later stage how far this move should be. Main concern is that students enrolled on these courses without GCSE exam experience and there may be some problems at the lower end of the ability range.
- Advanced Academic Qualifications (AAQ) and curriculum reform: government are pressing ahead with this and seem unwilling to enter into further compromise. Awaiting information about the range of courses that will continue to exist.

#### DfE Policy

- Main drive is for vocational education reform.

- Consultations taking place on SEN reform but no policy statements.

#### **Student recruitment for September 2023**

- Progressing on track, interviewing has now finished, and Introductory Days are taking place.
- Numbers on target at the moment.

#### **Staff recruitment for September 2023**

- Staff recruitment for September is now complete for teaching staff, a major achievement against the backdrop of difficulties in recruiting teaching staff.
- There remains a serious problem with recruitment to teacher training courses.

#### **Pay negotiations and industrial action:**

- Dispute on going and unresolved. Unions have now submitted (11%) pay claims for 2023-24 with 2022-23 still unresolved.
- Strikes took place on Wednesday 5th July 2023 and Friday 7th July 2023 and the impact on students was kept to a minimum and the College was open as normal.

Trustees asked if there were any issues on support staff recruitment/vacancies. It was confirmed most vacant posts have been filled and there are no concerns on the recruitment of support staff.

Trustees asked if support was in place for those teaching staff who may be most affected through the proposed reform of vocational courses. The CEO confirmed that staff have been given as much support as possible and are being kept informed of any announcements arising from the DfE. At the moment it is very much a watching brief until greater clarity is known on which vocational courses will be impacted and what curriculum changes will arise from the reforms.

Trustees sought assurances on the impact on the College on the poor recruitment nationally onto teacher training courses. The CEO reported that for last year the number of new entrants into teaching training courses was 82% of the target and the expectation is for this figure to worsen in the years ahead. To counter this the College runs its own teaching training course in partnership with Brighton University and it was confirmed four new students have enrolled onto year one starting this September.

It was **RESOLVED** to note the '*CEO Report*'.

## **8. KPI MONITORING**

The '*KPI Monitoring Report*' was received (Paper 7).

It was noted there has been little or no change in performance against the agreed KPIs since the last review undertaken by the Board. Where changes have occurred, they were highlighted in grey.

It was confirmed significant updates will be reported on at the September Board meeting when end year examination results will be known.

Trustees requested in future KPI monitoring reports for a colour coding system to be used to indicate which KPIs are either on track or achieved, and which KPIs are performing below set targets.

Trustees asked on KPI 5 for the wording of holding cash reserves of at least £1m be amended to be in line with the approved Treasury Policy of holding in reserves an equivalent amount to meet two months payroll.

It was **RESOLVED** to note the '*KPI Monitoring Report*'.

## 9. TRUSTEE/STUDENT FOCUS GROUP MEETING

A summary of the outcomes arising from the recent Focus Group meeting between six students and two trustees (Kate Fulker and Farouk Durrani) was received for review (Paper 7). It was confirmed the meeting focused on three areas which were highlighted as an issue during the recent Ofsted inspection, these being:

- Enrichment
- Target Setting and Feedback
- Work Experience/Careers Advice

The trustees involved in the meeting reported the students were very positive on their college experiences and no new issues arose other than those already identified that are being addressed through the College Development Plan. The paper provided trustees with a commentary from the Executive on the various points raised by the students.

Trustees noted the eight students were members of the Student Union, and as such, were probably more engaged within college life than other members of the student body. This point was noted, and it was confirmed that in future focus group meetings, a wider sample will be sought. The CEO said one way of achieving this would be for trustees to observe and participate in tutorials where there is a more cross-section of students represented.

The Chair thanked both Kate and Farouk for their participation and their report. It was **AGREED** for Kate and Farouk to continue to be the nominated trustees to attend student focus group meetings as and when they are arranged.

It was **RESOLVED** to note the report.

## 10. ANNUAL REPORT ON PARTNER SCHOOLS

The '*Annual Report on Partner Schools*' was received for review (Paper 8).

The report confirmed the College currently has seven Partner Schools: these being Carrington, de Stafford, Merstham Park, Oakwood, Reigate, The Beacon and The Priory. In total, approximately 40% (576 in 2022) of new student intake are from Partner Schools, which shows how strategically important they are to the College.

The report outlined all the various activities followed to support the partnership between the College and its partner schools and trustees welcomed the role of the Executive Principal in managing the partnership relations with each of the Head Teachers from the partner schools.

Trustees asked if there were any plans to expand the current number of seven partner schools? It was confirmed there are no plans in place to increase the numbers, but this is always kept under review as part of the College's strategic planning process.

It was **RESOLVED** to note the report.

### **SECTION 3: NON-DELEGABLE DUTIES (ARTICLE 3.1) AND STATUTORY AND OR COMPLIANCE DUTIES**

#### **11. ANNUAL SAFEGUARDING & PREVENT REPORT 2022/23**

The '*Annual Safeguarding & Prevent Report 2022/23*' that was considered in detail by the Local Governing Body at its meeting held in May, was received for information purposes (Paper 9).

It was reported that since the review undertaken by the LGB a further four referrals have been made.

The Trustee linked to Safeguarding, Mr Gerard Weide, provided a brief summary on his work in this role, He confirmed he has had a number of interactions with the team and was very impressed with the work and professionalism of the safeguarding team. The team has a sound knowledge of processes and support for students against a backdrop of a significant increase in the number of referrals made to the Team. The Executive Principal confirmed two new posts have been recruited to increase the capacity of the Safeguarding Team.

It was **RESOLVED** to note the Report.

#### **12. GOVERNANCE REVIEW**

Trustees received for review the current version of the '*Governance Review Action Plan 2022/23*' (Paper 10).

The Governance Professional reported good progress continues to be made in the implementation of the Action Plan with several action points having been implemented for this meeting, such as the new format for Board agendas and the reporting from the committees.

Still to be fully implemented are the actions required around succession planning for the Governance Professional, a report from the Executive on senior post succession planning, and to hold a Trustee Stewardship day involving attending and visiting the College for a range of events. These outstanding actions are scheduled to be completed in the autumn term. The expectation is for the action plan to have been fully implemented by the time of the December Board meeting. Trustees welcomed this confirmation.

Trustees received for information the planned arrangements to conduct an external review of governance in the autumn term (Paper 11).

It was **RESOLVED** to note both reports.

#### **13. TRUST BUDGET 2023/24 AND HIGH LEVEL BUDGETS FOR 2024/25 AND 2025/26**

Received for the Board to review and approve were the proposed '*College Budget 2023/24*' and '*Summary Budgets 2024/25 and 2025/26*'. Also made available were extracts from the minutes of the Finance & Resources Committee meeting held 20 June relating to the Committee's discussions on the budgets (papers 12a, 12b & 12c).

Following on from the Finance & Resources Committee meeting where changes were requested to be made to the budget forecasts, the following changes have been made to the Budget 2023/24:

- Inflation assumptions changed from 3% in all 3 years to:
  - 2023/24 5%
  - 2024/25 4%
  - 2025/26 3%
- Added a further contingency of £25k in 2023/24 for inflation (included within Admin & Central Services costs).
- Updated the forecast for 2022/23 for exam fees and additional Premises costs and added a note that the pay costs have not been re-forecast as 2022/23 pay award is not settled.
- Revised the pay cost estimate for 2024/25 and 2025/26.
- **The revised forecast for 2023/24 is for a deficit of £299k, £616k for 2024/25, and £1,135m in 2025/26.**

The following summary Income and Expenditure Account for the 2023/24 Budget was noted:

12 months to Aug 22		6 months			YTD Total	Budget YTD	YTD Variance	Budget 12	Move from	Forecast	Note	Proposed Budget 12
		to Feb 23	Mar-23	Apr-23				months to Aug 23	budget to forecast	to Aug 23		months to Aug 24
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			£'000
14,472	ESFA current year income	8,326	1,281	1,310	10,917	10,546	371	16,050	159	16,209	1	16,327
421	Other income	261	134	26	421	300	121	390	64	454	2	443
14,892	<b>Total Income</b>	8,588	1,414	1,336	11,338	10,846	492	16,440	223	16,663		16,770
10,743	Pay	6,059	996	951	8,006	8,312	305	12,667	0	12,667	3	13,527
705	Teaching & Education Services	455	237	93	785	715	(70)	813	59	872	4	924
122	Support Services	53	37	3	93	70	(22)	101	19	120	5	129
576	Administration & Central Services	523	45	38	607	694	88	1,023	5	1,028	6	976
1,458	Premises Costs	776	234	95	1,105	990	(115)	1,597	131	1,728	7	1,672
13,604	<b>Total costs before interest</b>	7,866	1,549	1,180	10,595	10,781	185	16,201	214	16,415		17,228
0	Year end capital expenditure adjustment	0	0	0	0	0	0	(150)	(373)	(523)	8	(158)
1,288	<b>Surplus before non cash items</b>	722	(135)	155	742	65	677	389	382	771		(299)
(980)	Non cash items	513	0	0	513	561	48	1,121	0	1,121	9	1,200
308	<b>RETAINED SURPLUS / (DEFICIT)</b>	209	(135)	155	230	(495)	725	(732)	382	(350)		(1,499)
2,596	Student Numbers (lagged)							2,828		2,828		2,871

The Balance Sheet forecasts opening cash and investments at £2,993m at the start of the budget year, with closing cash and investments at year-end forecast to be at £2,535m, a negative movement in net funds of £458k.

It was reported the budget forecasts are based on realistic assumptions and, as in line with previous budgets, a prudent approach has been taken on forecasting. Even with a prudent approach, the College is forecasting for the first time a deficit budget for 2023/24 and for budget deficits in the two subsequent years 2024/25 and 2025/26.

Trustees asked if submitting a deficit budget to the ESFA will raise alarms with ESFA officials? The CEO replied that there will no doubt be a follow-up conversation with the ESFA on the assumptions within the budget. The CEO was confident the budget forecast was set using realistic assumptions that will satisfy any questions asked by the ESFA of the College.

Trustees noted the assurances recorded in the Finance & Resources Committee minutes where it was stated a deficit budget can be approved as long as the deficit can be addressed through the use of College reserves and, therefore, setting a deficit budget is compliant with the Funding Agreement between the College and ESFA and the Academy Trust Handbook, as the College has sufficient reserves to cover the forecast deficit for 2023/24.

The Chair elect for the Finance & Resources Committee confirmed the committee's priority and focus, along with that of the Executive, will be on reducing the forecast deficit not just for 2023/24 but also for the subsequent two years 2024/25 and 2025/26.

Having received assurances that the Board is permitted to set a deficit budget based on the amount of reserves held and, noting the priority and focus of the Executive and Finance & Resources Committee will be on reducing the forecast deficits, it was **RESOLVED**:

- (i) To approve the '*College Budget 2023/24*'; and
- (ii) To approve the '*Summary Budgets for 2024/25 and 2025/26*'.

#### 14. **ADMISSIONS POLICY**

It was confirmed it is a DfE statutory requirement for the Trust to have a published Admissions Policy and the proposed '*Admissions Policy 2023/24*' was received for the Board to approve (Paper 13).

Minor non-material changes to the current policy were highlighted in red text.

Following review the Board **RESOLVED** to approve the '*Admissions Policy 2023/24*'.

#### 15. **ANNUAL REVIEW OF COMMITTEE TERMS OF REFERENCE**

The annual review of Committee terms of reference is a requirement confirmed in the Articles of Memorandum (Clause 101) and in the Trust's Standing Orders (Clause 11.2)

The Clerk confirmed each committee undertook a review of their respective Terms of Reference and a paper outlining the proposed minor changes was received (Paper 14).

Following review, the Board **RESOLVED** to approve the revised terms of reference for the Reigate College Local Governing Body, the Finance & Resources Committee, the Audit & Risk Committee, and the Remuneration Committee.



**16. ANNUAL ELECTION OF CHAIR & VICE CHAIR FOR 2023/24**

Clause 83 from the Articles state: The Trustees shall each school year elect a chairman and a vice-chairman from among their number. A Trustee who is employed by the Academy Trust shall not be eligible for election as chairman or vice-chairman.

Following nominations received, it was **RESOLVED** to elect Ms Pat Frankland to be the Trust Chair and Mr Spencer Bowen to be the Trust Vice Chair for the academic year 2023/24 with effect from 01 September 2023.

**17. REIGATE LEARNING ALLIANCE MEMBERSHIP 2023/24**

Following review of the report from the Governance Professional (Paper 15), it was **RESOLVED TO:**

- (i) Note current Trust Member membership.
- (ii) Note current Trust Board membership.
- (iii) Approve Committee Membership 2023/24
- (iv) Approve Chairs of Committees for 2023/24.

**SECTION 4: COMMITTEE REPORTING**

The Governance Professional outlined the new process to be followed at all Board meetings for the reporting from committees. The Board has delegated scrutiny work to the committees with the aim is to minimise repetition between the work undertaken by the committees and that at Board meetings. Committees at the end of each meeting to identify the points/issues/risks that need to be brought to the attention of the Trust Board. The Governance Professional to make available a summary report for the Board. Minutes from the meeting to be attached to the summary report (along with any other key documents considered by the Committee that the Committee agrees should be made available to the Board), but the key document for the Board to consider is the Committee's summary document.

**18. REPORT FROM THE REGIATE LOCAL GOVERNING BODY**

The report from the Local Governing Body meeting held 16 May 2023 was received and noted (Paper 17).

Trustees asked if there was any progress on the issue raised at the meeting of the College selling high energy drinks that contain a significant level of caffeine with research showing the negative impact on individuals of such high caffeine levels. The Executive Principal stated that any decision to be taken had to be a balance between health & well-being and financial performance for the refectory that is expected to operate to a balanced budget. There is also the likely outcome if not sold in the College, then students will bring these drinks into the College. The Executive Principal confirmed a review was taking place on the range of food and drinks to be made available in the refectory and any changes arising from the review will be introduced from September. Trustees noted this development and again stressed the need to seriously consider the negative impact these energy drinks have on individuals.

The Executive Principal brought to the attention of trustees the issue on vaping within the College. There has been a significant increase in the number of students vaping which is not permitted within the College and its grounds. Vaping alarms have had to

be installed in toilets as there was evidence of vaping taking place. Sadly some of the alarms were subject to vandalism and grills have had to be put in place to prevent further damage to the alarms.

The Chair of the LGB commented positively on the various sustainability actions being taken by the College and of the positive involvement of the Students Union on these matters.

## **19. REPORT FROM THE FINANCE & RESOURCES COMMITTEE**

The report from the Finance & Resources Committee meeting held 20 June 2023 was received and noted (Paper 18).

Also noted for information purposes were the Management Accounts up to 30 April 2023 that had already been circulated to all governors.

## **20. REPORT FROM THE AUDIT & RISK COMMITTEE**

The report from the Audit & Risk Committee meeting held 26 June 2023 was received and noted (Paper 19).

The Chair of the Committee made the observation should there be a formal process for the Board to minute when approving a budget if the College is a 'Going Concern' for accounting purposes along the lines that the auditors do in the year-end accounts?

In response it was noted that although the College budget 2023/24 forecasts a deficit, the College remains a 'Going Concern' as it has sufficient reserves to cover the deficit. The same 'Going Concern' assessment can be made for 2024/25 for the same reasons. Where there is a risk is in 2025/26 where reserves may not be sufficient to meet the forecast deficit. However, it was stated trustees should take comfort that the forecasts for 2024/25 & 2025/26 are rough estimates and the College has a good track record of forecasting prudent budgets but to date have always returned a positive year-end position.

## **21. BOARD ASSURANCE FRAMEWORK**

### **(i) Committee Board Assurance Assessments**

The termly report on assurance assessments conducted by committees since the last meeting of the Trust Board was received for information purposes (Paper 20).

It was noted there were two 'Amber' assessments. The first was from the Finance & Resources Committee and their 'Amber' on the College budget 2023/24 due to the deficit budget forecast. The second 'Amber' assessment was from the Audit & Risk Committee on College Policies as additional work is required to include Committee Chairs in the review of those policies that fall within their committee's remit.

### **(ii) Board Assurance Assessments**

The Board agreed the following board assurance assessments for agenda items/reports considered at this meeting (Paper 21):

Agenda item number	Subject	RAG Rating – Level of Assurance	Any Committee Recommendation(s)
5(i)	Risk Register	GREEN	No recommendations/full assurance
5(ii)	CEO Report	GREEN	No recommendations/full assurance
5(iii)	KPI Monitoring Framework	GREEN	No recommendations/full assurance
5(iv)	Focus Group Meeting Report	GREEN	No recommendations/full assurance
6	Annual Report on Partner Schools	GREEN	No recommendations/full assurance
7	Annual Safeguarding Report	GREEN	No recommendations/full assurance
8(i)	Governance Review Action Plan	GREEN	No recommendations/full assurance
8(ii)	External Review of Governance	GREEN	No recommendations/full assurance
9	Trust Budget 2023/24 & Summary Budgets 2024/25 and 2025/26	AMBER	Deficit budget forecast
10	Admissions Policy	GREEN	No recommendations/full assurance
11	Annual Review of Committee Terms of Reference	GREEN	No recommendations/full assurance
13	Trust & Committee Membership	GREEN	No recommendations/full assurance
14	Report/Minutes from the LGB	GREEN	No recommendations/full assurance
15	Report/Minutes from the F&R Committee	GREEN	No recommendations/full assurance
16	Report/Minutes from the Audit & Risk Committee	GREEN	No recommendations/full assurance
17	BAF Assessments conducted by Committees since the last Trust Board meeting	GREEN	No recommendations/full assurance

## 22. ANY OTHER BUSINESS

Three items were raised under any other business.

The first related to the request to amend the '*Charging & Remission Policy*' that was approved at the last Board meeting. The current policy states students will be charged the full cost for entrance to public examinations and vocational qualifications where attendance falls below 85% actual or 90% adjusted attendance. The request is to extend this further by adding to the policy students will be charged the full cost for entrance to public examinations and vocational qualifications where effort grades fall below 2 on two consecutive Interim Reports. The requested change to the policy was **APPROVED**.

The second matter raised related to the short notice received last Friday from Surrey County Council that they will no longer run payrolls for Academies. Notice was served to the College from November this year meaning that October would be the last payroll run by the Council. This short notice requires the College to find a new provider by the end of July to enable a smooth transition from the Council to the new supplier. Three firms were approached to quote and their costings were received this morning. The Board is asked to approve the appointment of Cintra as they were the most cost effective and good references have been received from those S7 Colleges who also

use Cintra. As the cost of the contract is £80k over five years, Board approval is required.

Trustees felt they had no alternative but to **APPROVE** contracting with Cintra due to the short period notice given by Surrey County Council and thanked the Executive Principal for dealing with this matter in such a short timescale. Trustees asked if the contract with Sintra could include a longer notice period than the three months currently in place with the Council to avoid such a repetition in the future.

As questions on data security and protection were raised by trustees, it was **AGREED** for the Director of Finance to have a follow-up conversation with the two trustees who have corporate experience in this area.

Prior to the meeting a trustee asked if the College has a lockdown policy in place covering knife/gun attacks and, if so, has such a procedure been subject to testing and practice? The Executive Principal confirmed the College follows the guidelines issued by the DoE with the emphasis being 'Run, Hide and Tell' in the event of any such incident. There is in place an alarm siren that would be used in such a scenario, and this is subject to testing at least once a year. The 'Run, Hide and Tell' is explained to students in tutorials and training in this area has been given to staff.

Trustees noted and welcomed the assurances given.

### 23. DATE OF NEXT MEETING

Trust Board Meeting, Tuesday 19 September 2023 @17.30

The meeting concluded at 19.30.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

#### SUMMARY ACTION LIST

MIN	ACTION	REVIEW DATE
8	Trustees asked on KPI 5 for the wording of holding cash reserves of at least £1m be amended to be in line with the approved Treasury Policy of holding in reserves an equivalent amount to meet two months payroll	19/9/23
8	In future KPI monitoring reports a colour coding system be used to indicate which KPIs are either on track or achieved, and which KPIs are performing below set targets.	19/9/23
18	A review taking place on the supply of food and drinks in the refectory and any changes arising from the review will be introduced from September.	19/9/23
22	Cintra Contract – adding a longer notice period over and above 3 months	19/9/23