

## Minutes of a Meeting of the CORPORATION held on Wednesday 10<sup>th</sup> July 2024 at College Business Centre

### **83/24 DECLARATIONS OF INTEREST**

The Chair welcomed Members to the meeting. Dr Angela Buckley was welcomed to the meeting as an observer. Consideration of her appointment as Governor was on the agenda of this meeting.

With the Chair's approval new College branding was shared at the start of the meeting and Members were shown a video introducing this. Members responded positively to the new branding and video. Any further comments were to be directed to the Principal by the end of July.

Thanks were expressed for the lunch provided in the College Restaurant.

Staff in attendance declared an interest in relation to Market Supplement and Pay Recommendations.

### **84/24 APPROVAL OF THE NON-CONFIDENTIAL AND CONFIDENTIAL MINUTES OF THE MEETING HELD 22 MAY 2024**

The non-confidential and confidential minutes of the meeting held 22 May 2024 were approved as a true record.

### **85/24 MATTERS ARISING FROM THE MINUTES OF 22 MAY 2024**

The Director of Governance reported on Matters Arising. A large number of actions had been completed as detailed in the report. She drew Members' attention to the following responses. Low level complaint reporting was now captured on team meeting agendas and subsequent Teaching and Learning Manager/ Head of Learning and apprenticeship agendas to ensure that lessons learned could be shared with teams and peer groups. The Positive Behaviour Policy now included a section on communicating the Policy and the Student Charter within the document.

There were no further queries raised on items in progress.

### **86/24 COMMITTEE MINUTES**

The draft Committee minutes of the Capital Committee meeting of 24 April 2024, and the approved Committee minutes of the Audit Committee meeting of 28 February 2024, and the Search and Governance Committee meeting of 27 March 2024 were circulated for information.

### **87/24 APPOINTMENT OF GOVERNORS**

Dr Angela Buckley departed the meeting for this item.

The Director of Governance reported on proposals for the appointment of new Governors. This followed a recruitment process locally, and using the Further Education (FE) Governor Recruitment Service via Peridot Partners. Following shortlisting and interview, four Governors had been recommended in the paper to Corporation but following despatch of the papers, one of the candidates had resigned her role and was now no longer recommended for appointment.

Mrs Jessica Garbett declared that she knew the candidate Dr Angela Buckley as a fellow trustee for another organisation. The Principal confirmed that she knew the candidate Dr Judith Abbott as a former colleague.

The Corporation APPROVED the appointment of the following candidates as external Governors:

- Dr Angela Buckley for a 4-year term from 10 July 2024 to 9 July 2028;
- Dr Judith Abbott and Ms Rebecca Taylor for a 4-year term from 11 July 2024 to 10 July 2028.

Dr Angela Buckley re-joined the meeting and was congratulated on her appointment as Governor.

### **88/24 EXTERNAL GOVERNANCE REVIEW RECOMMENDATIONS AND ACTION PLAN**

The Chair introduced this item. She reported that the External Governance Review Task and Finish Group, and the Search and Governance Committee had considered the External Governance Review (EGR) report and its recommendations and developed a proposed Action Plan. A revision of the governance structure to a committee structure was recommended as a priority. In consideration of this priority a proposed draft structure, scheme of delegation, and business schedule had been developed for consideration and was recommended for approval.

The Chair of the Search and Governance Committee reported that the proposed revision in governance structure had been considered in detail by the Committee. He expressed thanks to the Director of Governance, and the senior leadership team (SLT) for the mapping exercise undertaken, and commended the proposed structure, scheme of delegation, and business cycle for the positive impact he considered it would have on governance efficiency. This would be kept under review and monitored during the next academic year. The next steps would be to populate the proposed Committees and this would be confirmed at the October meeting of Corporation.

The Corporation CONSIDERED the report and APPROVED:

- the EGR Action Plan;
- the draft governance structure;
- the draft scheme of delegation;
- the draft business schedule;
- all subject to any further development required.

### **89/24 CODE OF CONDUCT FOR GOVERNORS**

The Chair introduced this item. The Code of Conduct for Corporation Members Further Education Colleges adopted by Corporation is now in 18<sup>th</sup> edition with changes taking account of the introduction of accountability agreements and Office for National Statistics (ONS) reclassification. It had been considered by the Search and Governance Committee and its adoption was recommended for approval by Corporation.

The Corporation CONSIDERED the report and APPROVED the adoption of the updated Code of Conduct for Corporation Members Further Education Colleges.

### **90/24 FINAL CALENDAR OF CORPORATION MEETINGS 2024/25**

The Director of Governance presented the draft calendar of Corporation meetings for 2024/25. She consulted Members on timings and it was agreed that the best timing for meetings was late afternoon/early evening. She consulted Members on mode of meeting and it was agreed that there would be two in-person Corporation meetings with other meetings offered as hybrid. The Chairs of Committees

would be consulted regarding Committee meetings but it was agreed that it was preferable for online access to be offered for all Committee meetings.

The Corporation APPROVED the calendar of Corporation meetings 2024/25.

### **91/24 CHAIR'S BUSINESS/RATIFICATION OF CHAIR'S ACTION/GOVERNOR APPROVALS**

The Chair informed Members that she had signed a back-to-back letter regarding the Capital projects bid. She commended the Annual Awards Day held 5 July 2024. She expressed her delight at Ms Grace Allen being awarded Student of the Year and thanked her for her service as a Student Governor. She extended her thanks to the Student Governors absent at this meeting for their time and service. The Support Staff Governor who had been acting as mentor to the Student Governors agreed to convey these thanks to the Student Governors absent.

A Member enquired regarding Student Governor appointment and terms. The Director of Governance responded that students were invited to apply for the role of Student Governor on an annual basis and following an interview process were appointed by the Corporation for a period of one year. She suggested that the Corporation may wish to consider an extendable term for Student Governors still eligible to serve in order to build on the experience they had gained during the year. It was agreed that it would be sensible to consider this.

The Chair also congratulated the Director of Governance on being recommended for training for the priesthood. She would be studying at theological college alongside her role as Director of Governance.

The Chair reported on the approval given by email for the purchase of the digital training vessel as part of the LSIF (Local Skills Improvement Fund) project 2. The College has been awarded £188,600 capital equipment and IT, with £152,000 proposed to be spent on the vessel.

The Corporation APPROVED the purchase of a digital training vessel as part of LSIF project 2 at a cost of £152k.

### **92/24 DIRECTOR OF FINANCE REPORT -MONTHLY FINANCE REPORT**

Mrs Beatrix Kiss, Senior Management Accountant joined the meeting and presented the Management Accounts to May 2024.

The College's management accounts for the 10 months to May show an operating surplus of £504k (versus a budget forecast surplus of £140k surplus) excluding staff restructuring. This results in a £364k year to date favourable variance. The key variances in the month can be attributed to the following:

#### **INCOME:**

- ESFA allocation is higher than budgeted resulting in a £714k favourable variance:
  - o ESFA pay grant year to date £412k
  - o ESFA allocation year to date £226k
  - o ESFA teacher's pension allocation year to date £43k
  - o Deferred capital grant income is £34k higher
  
- Tuition fees and educational contracts income is giving rise to a £47k favourable variance, which is likely to be caused by phasing.
- o International fee and bid income year to date is £108k (not included in budget)

o Full cost income is £25k favourable year to date  
o Advanced Learner Loans adverse income variance is £55k (this income stream has been downturned in the latest estimate)

- Interest income received year to date is £70k higher than budget

PAY:

- Pay costs show an adverse variance of £57k for the year date due to:  
o a number of non-recruited vacancies (although non pay includes £189k of agency costs)  
o higher pay cost due to the 6.5% consolidated pay rise, the NMW increase in April and the increase of TPA contribution rate that is mainly offset by ESFA pay

NON-PAY:

- Non-pay costs are £332k higher than planned for the year to date. This is due to exam costs and franchise costs being higher than budgeted, although this is somewhat offset by savings on utility costs. Non-pay will continue to be tightly monitored and controlled.
- Control of non-pay, achievement of income, control of pay including vacancies and deployment of under-deployed staff remain the critical areas for attention.
- Depreciation is £43k higher than budgeted, although it is offset by higher deferred capital grant income.

A Member raised a question regarding variances concerning the Education and Skills Funding Agency (ESFA) pay grant and pay costs. Mrs Kiss would look into this further and respond.

In response to a query regarding Latest Estimate, the Chief Operating Officer stated that the CFFR (College Financial Forecasting Return) commentary was expected to report a £500k surplus, and additional spend possibilities were being considered. There was also a piece of work being undertaken regarding high needs funding and if necessary additional monies would be returned to the Local Authority. A plan was being put into effect for spending.

The Corporation CONSIDERED the report.

A Member raised a query regarding the recruitment to the Director of Finance vacancy. The Principal responded that recruitment was ongoing.

#### **FEES POLICY**

The Director of MIS (Management Information Systems) and Funding joined the meeting and presented the Fees Policy. The Fees Policy has been revised to reflect changes in funding guidance and to offer some additional direction for those involved in the administration and determination of fees. It was noted that the Policy was in a new template with amendments outlined at the end of the document.

The Corporation APPROVED the Fees Policy 2024/25.

The Director of MIS and Funding left the meeting.

With the agreement of the Chair the Market Supplement Policy would be considered later on the agenda.

## **ESFA FINANCIAL FORECAST (CFFR) COMMENTARY AND CFFR RETURN**

The Chief Operating Officer and Deputy CEO presented the CFFR commentary and CFFR return. She outlined the requirements in respect of this and the assumptions and modelling undertaken to produce the forecast.

In response to a query from a Member she confirmed £350k headroom for 2024/25.

The Chair enquired what options there would be in the event of inaccurate forecasting. The Chief Operating Officer and Deputy CEO responded that in the event that the forecasting was significantly out it would be possible to request to resubmit the forecast.

The Principal advised Members that they need to be reassured that the position presented was realistic.

The Chair suggested that an update be provided to the Finance and Resources Committee at its meeting in October 2024.

The Corporation CONSIDERED the report and APPROVED the CFFR Commentary and CFFR Return.

## **93/24 AUDIT COMMITTEE MEETING REPORT (JUNE 24)**

The Vice Chair of the Audit Committee presented the report of the Audit Committee meeting June 2024.

There was some discussion regarding the risk of cyber-attack. The Principal considered that she was confident in the mitigations being put into place but that it was important to be aware that the risk remained hence the scoring assigned in the Risk Register.

Items for deferral were noted with the Corporation emphasising that it was important that these items came to Audit Committee as soon as possible.

The Corporation CONSIDERED the report and APPROVED:

- the Accounting Policies;
- the External Audit Planning Memorandum;
- the Financial Regulations and Financial Procedures;
- the Business Continuity Plan;
- the report of the performance of the internal auditors: Southern Internal Audit Partnership;
- the report of the performance and re-appointment of of the external auditors: RSM UK Audit LLP

was ASSURED and NOTED:

- the updated Risk Register;

was ALERTED and NOTED:

- that following the appointment of Scrutton Bland as Internal Auditors the Strategic Internal Audit Plan/ Annual Interim Audit Plan has been deferred due to the departure of the Director of Finance and Resources;
- that a report requested on future options and recommendations, and the Annual VAT report for Delamite Ltd has been deferred due to the departure of the Director of Finance and Resources.

## **94/24 PRINCIPAL'S REPORT**

The Principal presented her report. Feedback was invited in the meeting and outside of the meeting before the end of July 2024. The following feedback was given: a Member considered the current email signatures to be content heavy; and a Member considered that it was not well-understood by the public that CECAMM was part of the Isle of Wight College. The Principal responded that there would be a refresh of email signatures with standard corporate consistency aligning with the refresh of the College branding. She added that the College was committed to the CECAMM branding but that there would be alignment with the College branding.

The Corporation was ALERTED to key national policies and debates, Government position papers, and ministerial changes.

The Corporation was ASSURED on the outcomes, actions and impact of the Ofsted report, FE Commissioner's reviews, and the Apprenticeship review.

## **COLLEGE STRATEGY 2024-2030**

The Corporation APPROVED:

- the College Strategy 2024-2030 with a commitment to refresh during the year in line with any contextual and national change; and
- the College logo refresh.

## **95/24 VICE PRINCIPAL'S REPORT**

The Vice Principal presented his report.

A Member queried the drop in apprenticeship starts. The Vice Principal responded that the College was working carefully to improve apprenticeships prior to recruitment and in response to employer feedback.

A Member said she was pleased to see the Costed Curriculum Plan as she had felt exposed during the FE Commissioner review. She said she would like to see more detail on costs going forward.

A Member enquired regarding measures for success concerning representation and inclusion of underrepresented groups. The Vice Principal responded that it was difficult to put a target on this and that the numbers concerned were small but that he was working closely with the Assistant Principal (SEND and Foundation Skills) on equality, diversity and inclusion (EDI) as part of the whole Policy and around what information was gathered, and to ensure that courses were accessible to all. He added that he would endeavour to evidence that drive through student recruitment in 2024/25.

The Chair considered the report to be lengthy in word content and requested a dashboard of trends with figures for example regarding numbers of employers engaged with.

The Corporation was ASSURED on:

- the high expectations and vision of the College's curriculum, supported by improved quality measures and in year progress made, as well as plans for improvement in 2024/25;
- the College's progress against achieving its strategic objectives;
- the College's progress in employer engagement;
- the College's progress within the apprenticeship provision;

- the College's progress against key projects;
- the College's progress in developing the Curriculum Strategy 2024-2030; and
- the College's progress against the Quality Improvement Plan 2023/24

## **COSTED CURRICULUM PLAN 2024/25; AND QUALITY ASSURANCE FRAMEWORK**

The Corporation APPROVED:

- the Costed Curriculum Plan 2024/25; and
- the Quality Assurance Framework

## **96/24 CHIEF OPERATING OFFICER'S REPORT**

The Chief Operating Officer presented her report.

### **STAFF SURVEY PROGRESS**

She reported on staff survey progress. The survey was conducted by the Universities and Colleges Union (UCU) among its members. There were 33 respondents to the staff survey at the College. Many respondents stated that they work above their contracted hours. Half of respondents felt that staffing levels were too low in their department. 94% of respondents stated that they experienced stress related issues due to work. Respondents cited understaffing, provision of sick cover, and excessive administration as factors in their comments. The Chief Operating Officer and Deputy CEO reported that workload is a national issue and the Department for Education (DfE) has created a Workload Reduction Taskforce which has published a document with initial recommendations which have been reviewed by the senior leadership team (SLT).

A Member enquired how the board would monitor progress against the issues raised. The Chief Operating Officer and Deputy CEO responded that monitoring of issues raised would be by reporting to Corporation.

In response to queries raised by a Member regarding the UCU survey response rate, the Chief Operating Officer and Deputy CEO stated that there were c153 teaching staff and c70 Learning Support Assistants. Approximately 20% of teaching staff and 3% of LSAs participated in the survey. In response to a further query from a Member regarding confidentiality, the Teaching Staff Governor confirmed that UCU members were informed that the survey was confidential. The Chief Operating Officer and Deputy CEO confirmed that the SLT were not aware of which individuals had completed the survey only the categories identified above. The Principal confirmed that she had had a conversation with the trade unions and believed the issues identified to be widespread nationally. She expressed her care for the workforce being supported and was drawing attention to this at a national level. She added that an internal taskforce on work reduction had been established. A new human resources (HR) system was being introduced and key performance indicators on wellbeing would be recorded and reported to Corporation through a dashboard.

The Chair enquired regarding engagement with staff in relation to any measures being put in place following the UCU survey. The Chief Operating Officer and Deputy CEO responded that the Vice Principal was leading on the workload reduction taskforce internally and that a cross range of staff were participating in the taskforce to ensure that staff were part of the solution and that their input was included.

The Corporation was ASSURED on the College's recognition of the staff workload issue and that actions are underway to address this.

#### **PAY FRAMEWORK POLICY AND PROCEDURE 2024-2025**

It was noted that an amendment was required to the Pay Framework Policy and Procedure 2024-2025 at 8.10 regarding the erroneous reference to Heads of Learning, and Teaching and Learning Managers.

The Support Staff Governor commented that the increase in the national minimum wage was affecting the difference in pay bands. The Chief Operating Officer and Deputy CEO responded that this was addressed in a paper to be discussed during a staff and student governor confidential part of the meeting. It was also confirmed that this issue had been discussed at length at the Remuneration Committee meeting in June. There was acute awareness regarding the squeeze on pay ranges impacted by the rise in the national minimum wage, she said.

The Corporation APPROVED the Pay Framework Policy and Procedure 2024-2025.

#### **MARKET SUPPLEMENT AND ALLOWANCES PAY POLICY 2024-25**

The Corporation APPROVED the Market Supplement and Allowances Pay Policy 2024-2025.

#### **SUBCONTRACTING PROVISION ANNUAL REPORT 2023/24 AND 2024/25 SUBCONTRACTING PROVISION (CONFIDENTIAL)**

The Corporation was ASSURED on the College's quality of subcontracted provision during 2023/24.

The Corporation APPROVED the College's proposed subcontract arrangements for 2024/25.

#### **97/24 COLLEGE HIGH-LEVEL PIS AND TARGETS**

The Chief Operating Officer and Deputy CEO presented the report on high-level performance indicators (PIs) She outlined progress against the 2023/24 PIs to June 2024 and presented proposed high-level PIs for 2024/25.

Six high risk indicators and four medium risk indicators were outlined. It was reported that overall College attendance has declined to 82%. This was partially due to a decline in maths and English attendance, however vocational attendance has declined by 2%. Attendance for looked after children had been maintained at 90%. In response to a query from the Chair regarding the reasons for decline in attendance, the Assistant Principal (SEND and Foundation Skills) confirmed that this was a national issue and referred to a Government campaign to increase attendance in schools. Earlier intervention was being identified for specific cohorts based on attendance benchmarks. Attendance would also be linked to safeguarding with appropriate recording and follow up. She concluded that this remained a post-COVID impact.

A Member commented that she was observing the same issues in higher education. A Member noted the length of the report and enquired how long it took to prepare. The Chief Operating Officer and Deputy CEO responded up to two days was required for report compilation. It was suggested that this be rationalised. The Chief Operating Officer and Deputy CEO confirmed that the FE Commissioner's report had considered that too high a number of PIs were being monitored by Governors. This had been reviewed by SLT and going forward there would be some reporting by exception as required. The Chair

welcomed this and considered that it was important for Governors to have a wider understanding without 'getting into the weeds'. She also considered that it was important that the PIs were aligned with the new College Strategy. She expressed surprise that equality, diversity and inclusion (EDI) was being removed from the high-level PIs. The Principal responded that the whole strategy was focused around inclusion. The Chief Operating Officer and Deputy CEO added that EDI reporting would continue in EDI focused reporting by the Assistant Principal (SEND and Foundation Skills). There would also be work to provide a Governor dashboard.

The Corporation CONSIDERED the report and:

- NOTED progress to made to date against 2023/24 PIs;
- APPROVED the high-level PIs for 2024/25 subject to alignment with the College Strategy.

### **98/24 ASSISTANT PRINCIPALS REPORT**

The Assistant Principal (SEND and Foundation Skills) presented her report. Ms Clair Etchel-Johnson, Head of Learning Access, Foundation Skills and High Needs, joined the meeting for this agenda item.

### **LEARNER INVOLVEMENT POLICY AND PROGRESS UPDATE**

The Assistant Principal reported on Student Voice and Future Focus and outlined plans to work with Unloc, an education non-profit, to establish a Student Executive. Future Focus was to be replaced with enrichment. The three Student Governors had attended the FE Student Summit with the Support Staff Governor, and the Head of Student Experience.

### **TERMLY SAFEGUARDING REPORT**

The Assistant Principal presented the termly safeguarding report. MyConcern, which had been trialled during 2023/24, would be fully operational from September 2024. An example of the visual data reporting that MyConcern has the capability to provide was included in the written report. She reported that the system enabled triaging and targeted interventions based on patterns, as well as closure of cases. A threshold chart had been produced to provide guidance to staff on reporting mechanisms. Training on safeguarding was featured at every Staff Development Day.

A Member enquired regarding the reported increase in safeguarding incidents. The Assistant Principal responded that this was potentially due to online safety monitoring via FastVue. She also referred to national trends regarding mental health and anxiety.

A Member asked if there was potential underreporting previously. The Assistant Principal responded that there were a large number of 'flags' being monitored. Referring to online safety monitoring she highlighted the number of proxy avoiders being identified. She considered that a two-pronged approach was necessary encompassing monitoring and filtering, and teaching and learning. The Member thanked the Assistant Principal for her detailed report and commented that this was clearly not a 'tick box exercise'. He noted the understanding of underlying issues and commended the actions being taken.

### **PARENT/CARER ENGAGEMENT AND SURVEY 2023/24**

The Assistant Principal reported that parental engagement had improved during 2023/24. There was a cross-College identification of activities to invite parents and carers to. There had also been engagement around online safety.

A Member noted the drop (89% to 67%) positive response rate to the statement 'My child has SEND, and the College gives them the support they need to succeed'. He asked for the reasons for this. The

Assistant Principal responded that it was not possible to 'drill down' on this in the survey and said that increased engagement with parents and carers was planned. She noted that there was a shift for parents to adapt to with their children advocating for themselves or with the option to access advocacy services for themselves. She added that students would have better knowledge of this than their parents and that therefore it was necessary to engage with parents on this to increase awareness.

### **EQUALITY, DIVERSITY AND INCLUSION (EDI)**

The Assistant Principal and Head of Learning Access, Foundation Skills and High Needs reported on progress against the 2020-2024 objectives for EDI. There was a focus on ensuring compliance with the Equality Act 2010 and on working with meaningful data to improve outcomes. It was also reported that the Disability Confident Employer kitemark had been achieved. A Festival of Opportunities had been held and student feedback on inclusion at the College was positive.

The Corporation NOTED the report.

The Head of Learning Access, Foundation Skills and High Needs left the meeting.

### **99/24 LEARNING POLICY 2024/25**

The Assistant Principal (HE, Academic and Vocational) presented the Learning Policy 2024/25. She outlined proposed development priorities for the year: to develop and enhance the use of technology and online platforms to aid students; develop teachers' ability to write impactful targets for students and to provide feedback on progress; and to embed English and maths and contextualising within the vocational curriculum.

The Corporation NOTED the report and APPROVED the Learning Policy 2024/25.

### **100/24 STUDENT GOVERNOR REPORT**

The Student Governor presented her report. She gave a positive report of her experience of attending the FE Student Summit and especially welcomed the engagement with students from other colleges. She welcomed the introduction of enrichment.

The Chair commended the Student Governors participation in the FE Student Summit. She suggested hosting an event for Student Governors in the south east at the College. The Support Staff Governor would liaise with the Assistant Principal (SEND and Foundation Skills) to take this suggestion forward.

The Chair noted that this was the Student Governor's last meeting and enquired what improvements could be made in the Student Governor's opinion. The Student Governor responded that she would welcome more training at the start especially around terminology. She particularly valued the support given from her mentor, the Support Staff Governor. The other Student Governors were not present at the meeting but had expressed an interest in potentially renewing their terms. The Director of Governance would liaise and bring recommendations to the Corporation's next meeting in October 2024.

The Corporation NOTED the report.

**101/24 IOT BRIEFING**

The Assistant Principal (HE, Academic and Vocational) presented a report on the Institute of Technology (IOT) and governance arrangements. The Chair enquired as to the risk associated with not achieving numbers. The Assistant Principal responded that the assumption was that the investment would remain for the length of the five-year partnership and any under delivery across all partners in the IOT would be looked at as a whole. There was a tolerance but the key target was to achieve 102 learners in 2024/25. Modularised delivery and short courses would aid this achievement, she considered. The Chair suggested that this be added to the agenda for the new Curriculum and Quality Committee.

The Principal reported that the new Government was looking at colleges of technical excellence and that there may be a reconstruction of what this looks like. She did not consider that there was a financial risk rather there was potential for rebranding and recasting.

The Corporation CONSIDERED the report.

**102/24 ANY OTHER NON-CONFIDENTIAL BUSINESS**

There was no other non-confidential business.

**103/24 SELF-ASSESSMENT OF MEETING**

The Chair led a self-assessment of the meeting. Members welcomed the significant business covered, the efficient chairing, and the clarity of reporting. The Chair expressed her thanks for the enormous amount of work undertaken by staff. The Director of Governance thanked staff for their 3As reporting (alert, assure, approve).

**104/24 DATE OF NEXT MEETING**

Wednesday 9 October 2024

**105/24 MARKET SUPPLEMENT (STAFF AND STUDENT GOVERNOR CONFIDENTIAL)**

**106/24 PAY RECOMMENDATIONS (STAFF AND STUDENT GOVERNOR CONFIDENTIAL)**

**107/24 DRAFT REMUNERATION COMMITTEE MEETING MINUTES (STAFF, STUDENT AND SMT CONFIDENTIAL)**

**108/24 ANNUAL REVIEW OF THE PRINCIPAL (STAFF, STUDENT AND SMT CONFIDENTIAL)**

**109/24 ANNUAL REVIEW OF THE DIRECTOR OF GOVERNANCE (STAFF, STUDENT AND SMT CONFIDENTIAL)**