



Part 1 Non-Confidential Minutes

Corporation

Monday 14th September 2020

via Microsoft Teams

Present:

Carole Thorogood (Chair)	(CT))	
Anja Beriro	(AB))	
Mary Carswell	(MC))	
Andrew Dickinson	(AD))	
Richard Donovan	(RD))	External governors
Jonathan Hawley	(JH))	
Patricia Harman	(PH))	
Neghat Khan	(NK))	
Andrew Unitt	(AU))	
John van de Laarschot	(JL))	Chief Executive Officer
Becki Pate	(BP))	Staff governor
Claire Brookes	(CB))	Student governor – from item 3.1

In attendance:

Philip Briscoe	(PB)	Principal (Curriculum & Education)
Jo Clifford	(JC)	Principal (Finance)
Lauren Waters	(LW)	Director of Quality & Performance
Karen Sanders	(KS)	Director of OD/HR
Jo Welham	(JW)	Governance and Support Services Manager
Rachel Robson	(RR)	Interim Clerk
Mike Firth	ESFA	

1	<p>APOLOGIES</p> <p>001 Apologies were received from Mike Green, Michael Wisher and Simon Kirby .</p>
2	<p>DECLARATIONS OF INTEREST</p> <p>002 Neghat Khan declared an interest in the matters discussed in minutes 037 to 039. No other declarations of interest were received in relation to matters on this agenda</p>
3	<p>APPOINTMENT OF GOVERNORS (report distributed as CORP.140920.001)</p> <p>Student Governors</p> <p>003 The Student Governors nominated for 20/21 are Claire Brookes, Student Union President, studying NTU L5 Business Management Year and Henry Icke, Vice President of Further Education, studying CG-L2-DIP-Aviation Environment. RR confirmed that both had confirmed their eligibility to serve on the Board and had, or would now undertake an induction process. MC has confirmed that she will provide mentor support. The Board resolved to appoint Claire Brooks and Henry Icke to serve as student governors for the 20/21 academic year.</p> <p>Staff Governors</p>

	<p>004 RR updated on the staff governor appointment process; a request for nominations for both academic and non-academic staff governor roles has been shared with staff. The non-academic staff governor role is vacant as the previous post-holder's term of office ended at the end of the last academic year. The current academic staff governor, BP, has confirmed that she will be stepping down after the meeting. CT thanked BP for her dedication and contribution as a member of the Board. BP confirmed that she was stepping down as she would now be pursuing a new role within the union to benefit all staff. RR confirmed that the process to find new staff governors would be complete to enable them to be formally appointed and attend the next meeting.</p> <p>External Governors</p> <p>005 The Board noted the resignation of Phil Crompton. The search for a new external governor, based on skills required, will now be pursued through the Governance and Search Committee in the first instance.</p>
4	<p>MINUTES OF THE PREVIOUS MEETING</p> <p>006 The Board reviewed the minutes from the previous meeting (distributed as CORP.140920.002), it was noted that the actions placed at the last meeting were covered in the items on this agenda. The Board resolved that the minutes of the meeting held on 20th July 2020 be approved as a true record and signed by the Chair.</p>
5	<p>CEO REPORT & KPIS</p> <p>007 JL noted the restructuring of the agenda to ensure the necessary time and weighting was given to teaching, learning and quality items. He directed governors to the first section of the report (distributed as CORP.140920.003) noting that this should be viewed as a summary of the items that followed under both parts of the agenda.</p> <p>008 Governors reviewed the KPI information. A governor queried why, despite the completion of a voluntary redundancy process, the number of vacancies had now risen. KS apologised noting that the data needed to be reviewed to give greater clarity and transparency, accurate numbers of active vacancies will be included in the report for the next Board.</p> <p>Action: KS to ensure that staff vacancy data included in the CEO report refers only to active vacancies.</p> <p>009 A governor queried the numbers of HE offers and acceptances referenced. LW confirmed that the figures for acceptances referred to original UCAS applications, this does not imply that the College is necessarily a student's first choice and information will become clearer when HE enrolment happens.</p> <p>010 A governor noted the work in the report detailed under the strategy of 'attract' 'join' etc and, referencing the paper to be discussed under Part 2 item 14, queried whether there was a need to review the KPIs reported. He queried whether the right KPIs were being reported to enable the Board to monitor progress on what the College was seeking to achieve and ensure performance gaps were being closed. JL confirmed that this issue was already under review by ELT and would come to the Board for review.</p> <p>Action: JL to bring updated KPIs/Dashboard to the Board for review and approval</p>
6	<p>TEACHING, LEARNING AND QUALITY</p>

Curriculum and Quality Report

011 Governors received the Curriculum and Quality Report (distributed as CORP.140920.004). PB confirmed updated enrolment data was available and took governors through slides shared via Teams. 16-18 enrolment figures across all faculties were reviewed and noted to be at 103% of target, governors were advised that enrolment was continuing. PB confirmed that in areas where numbers enrolled exceeded target work was underway to ensure classroom space, teaching staff and the delivery model were all able to accommodate the increased numbers. Areas where numbers are down are being targeted with additional enrolment sessions. Adult recruitment was reviewed, it was noted to be at 96% with the process continuing. PB confirmed that apprenticeship numbers were not unduly concerning for September and October but noted fewer potential starts at present for November and December.

012 A governor asked how numbers enrolled compared to those in the business plan, JC confirmed that at present numbers were ahead but that the focus would now move onto retention. A governor queried the position on HE and asked if interest was being shown in areas that would be anticipated. PB confirmed that HE enrolment was underway, that applications were up on the same point in 2019 and that interest is being shown more in the areas that would be anticipated in light of the impact of Covid 19. A governor queried what the potential impact of CAGs maybe with students who had perhaps received higher grades than had been expected. PB confirmed that at present level 3 enrolment was ahead of forecast and level 2 behind, he noted that some movement was likely over the first few weeks but that the College would seek to retain students and move them to the right courses.

013 PB tabled a further set of slides via Teams to update governors on results. He confirmed that some results were still being chased down. Where partners have not performed as well as expected the College will not be working with them further. A governor queried how the Board could be confident on how the College compared to others without the availability of benchmarking data, noting that without that data the assumption would need to be that significant improvement was still required. PB highlighted the lack of data that would be available for summer 2020 outcomes.

014 A governor noted the data shared for A level performance commenting on the increased number of starts and the lower achievement rate and queried the reasons for that. She asked what was in place to ensure this did not happen again in 20/21. PB confirmed that historically students had not received sufficient guidance in choosing their subject combinations which had led to withdrawals, this has been tightened up for this year's enrolment. A governor queried the pass rate for GCSE English and maths, noting the impact on overall achievement rates. LW confirmed that tracking and IAG was in place to ensure better outcomes and that the College outcomes in English and maths in 2020 exceeded national outcomes in 2019 (last data available). A governor raised a query on tracking and predicted outcomes for learners. LW confirmed that stringent tracking processes were in place and that this had assisted with CAGs. She highlighted that the achievement rate had been the best possible from the position at the start of 19/20. Where students choose to leave LW confirmed that they are contacted, asked why and asked to provide their destinations to enable lessons to be learnt.

015 PB highlighted the re-introduction of AS exams for all A level students. Discussion took place on this step with governors raising queries on the merits of the decision for learners and on the associated costs for the College. PB confirmed that this was the clear policy being communicated to all A level students. LW confirmed that the exam costs had been included at the curriculum planning stage.

	<p>Ofsted Action Plan</p> <p>016 PB took governors through the action plan (distributed as CORP.140920.005) and provided updates against the actions. He noted that where actions were still RAG rated as red progress should be made over the next two to three weeks as face to face teaching resumed. That progress should feature in the update to the October Board.</p> <p>017 A governor noted the uniformity of the percentages used in the impact column and requested that these be more bespoke as it was difficult to quantify the target. PB agreed, noting that actions had very different starting points and this was not reflected.</p> <p>Action: PB to ensure impact target was bespoke to the action</p> <p>018 A governor queried whether the action plan would be merged into the QIP. PB confirmed that this would be done when the SAR process was completed to enable monitoring to be tracked through one action plan. A governor asked that the Ofsted targets be highlighted as such for ease of identification.</p> <p>Action: PB to merge the Ofsted Action Plan and the QIP and to highlight the Ofsted actions within the merged plan.</p>
7	<p>AUDIT COMMITTEE FEEDBACK</p> <p>Audit Committee Draft Minutes 7th September</p> <p>019 The Board received the draft minutes (distributed as CORP.140920.006). AD highlighted the issues discussed at the meeting stemming from the Internal Audit Report on Student Numbers Forecasting and the slippage reported in the implementation of accepted Internal Audit recommendations. He noted the strong guidance given by the Committee to ensure implementation of recommendations was under control, particularly as three reports for 19/20 were yet to be received.</p> <p>Internal Audit Plan 20/21</p> <p>020 The Board reviewed the Plan for 20/21 (distributed as CORP.140920.007). JC directed governors to the areas to be focussed on as set out on page 6, she confirmed that this was the final year of the KPMG contract and that the longer term plan on page 9 should only be viewed as indicative. It was noted that all work would need to be completed by July to enable the Committee to receive the resulting reports. The Board resolved to approve the Internal Audit Plan 20/21</p> <p>021 JL reflected that the Audit Committee meeting had not been comfortable and that the outcomes had been shared with ELT. The outstanding recommendations would now be progressed through reporting to a broader based ELT on a monthly basis.</p>
8	<p>RISK MANAGEMENT</p> <p>022 JC confirmed that the Risk Management Group (RMG) had reviewed and updated the Risk Register (distributed as CORP.140920.008). She highlighted three risks (City Hub, Processes Failures and People and Change, employer relations) where the RMG viewed the residual risk score as reducing. JC highlighted extended timeframes for some risks, noting that the extension was required in some instances due to Covid 19.</p>
9	<p>TASK & FINISH GROUPS HE</p>

	<p>023 MC confirmed that the group had not met since the last Board meeting but that the next meeting date was arranged.</p> <p>Apprenticeships 024 MC confirmed that the Group had made a lot of progress over recent meetings. An external consultant has been engaged to assist the review of potential options for future delivery. Next steps have been agreed and it is hoped to bring a full Report to the Board after the next meeting. It was noted that Phil Crompton was a member of this Group, governors were asked to confirm if they would like to join the Group</p> <p>Action: Board members to confirm if they would like to join the Apprenticeships Task and Finish Group</p> <p>Capital Project Board 025 AU confirmed that the Group had met once since the last Board meeting. The Hub is progressing to the completion date of 9th October. The Adams building is progressing well having been slightly delayed due to Covid 19 related issues. AU highlighted the risk around the concentration of planned moves but that plans were in place.</p> <p>Adult Education 026 JH confirmed that the Group had not met since the last Board but was scheduled to meet on 1st October.</p> <p>Finance 027 CT confirmed that the Group had met and discussed in detail the items to be taken under the Part 2 confidential agenda.</p>
10	<p>POLICIES FOR APPROVAL 028 The Board received the following policies which were due for review and reapproval. There were no material changes to the policies and the governors had been afforded the opportunity to raise any queries in advance of the meeting. A Governor requested that in future, where policies are being updated, could the version for review include the tracked changes.</p> <ul style="list-style-type: none"> • Car Park Policy (CORP.140920.009) • HE Bursary Policy (CORP.140920.010) • HE Fees Policy (CORP.140920.011) <p>029 Resolved that the above revised policies be approved</p>
11	<p>AOB 030 No items of AOB were raised</p>
12	<p>DATE OF THE NEXT MEETING 031 The date of the next meeting confirmed as Monday 12th October 2020</p>