

**Minutes of the Corporation Board meeting held (via Microsoft Teams) on Friday 9<sup>th</sup> October 2020 at 8.30am**

Present:	Jeremy Cartwright, Chair David Boughey Steve Sawbridge Julie Obada Stephanie Talbot Rob Fisher Jo Mountney Sue Blake (until 10.15am) David Rogers Andy McKay Denise Brown, Principal/CEO Sibgha Amin Dave Hopley Donna Hazledine Shannon Mansfield Aimee Lessels		
In Attendance:	Maxine Bagshaw, Clerk to the Corporation Antoinette Lythgoe, Chief Financial Officer (from 8.45am) Heather Marks, interim Assistant Principal Quality & Education (for agenda item 8) Nicky Birch, interim Assistant Principal Curriculum & Support (for agenda items 8 and 16) Rob Lawson, external observer		
<b>Min. No.</b>		<b>Action By Whom</b>	<b>Action By When</b>
<b>1</b>	<b>DECLARATIONS OF INTEREST</b>		
	The Chair reminded everyone present to declare any interests that they may have on matters to be discussed. No specific declarations were made and standing declarations were noted.		
<b>2</b>	<b>WELCOME, INTRODUCTIONS AND APOLOGIES FOR ABSENCE</b>		
	Apologies for absence were received from Pritpal Singh-Nagi and Jason Lancaster. Rob Lawson, a National Leader in Governance (NLG), was welcomed to the meeting as an observer.		

Signed :  Chair  
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<b>3</b>	<b>STUDENT GOVERNOR APPOINTMENT</b>		
	<p>The Clerk to the Corporation provided a verbal update and confirmed that one expression of interest had been received in relation to the Student Governor vacancy; this is Aimee Lessels. She therefore put forward the proposal that her appointment be confirmed unopposed. The Board were advised of the course that she is studying on and a little background information.</p> <p>AGREED: to appoint Aimee Lessels as the second Student Governor from 9 October 2020 to 31 July 2021 (or until such time as she ceases to be a student at the College, whichever is the earlier).</p>		
<b>4</b>	<b>MINUTES OF THE MEETING HELD ON 17<sup>TH</sup> JULY 2020 AND ANY MATTERS ARISING</b>		
	<p>The minutes were reviewed and it was agreed that they were an accurate record of discussions.</p> <p>AGREED: to approve the minutes of the meeting held on 17<sup>th</sup> July 2020.</p> <p>There were no matters arising.</p>		
<b>5</b>	<b>ACTION PROGRESS REPORT</b>		
	<p>The Board were happy to note the content of the update provided.</p>		
<b>6</b>	<b>COVID-19 OPERATIONAL UPDATE</b>		
	<p>The Principal introduced this item and an update was given on a number of aspects</p> <p>1) <u>College Finance</u></p> <p>Key matters noted were:</p> <ul style="list-style-type: none"> <li>The short-term impact of COVID-19 on the finances has not been as damaging as first thought. Government guaranteed the sectors main funding contracts, mainly 16-18 and AEB funding contracts. In addition, the College was able to reduce its expenditure through ability to moderate and control staff costs through furloughing some staff and not recruiting to vacancies alongside non-pay savings due to operations being suspended. There</li> </ul>		

	<p>was good internal housekeeping in terms of costs.</p> <ul style="list-style-type: none"> <li>• The resulting outcome being an operating deficit of £368k compared to a re-forecasted operating deficit figure of £686k</li> <li>• There are a number of opportunities for the College to capitalise on in the short and medium term, including:             <ol style="list-style-type: none"> <li>a) 24+ learning entitlement which commences in April 2021</li> <li>b) 16-18 tuition funds</li> <li>c) Kickstart</li> <li>d) Apprenticeship scheme</li> </ol> </li> </ul> <p>She confirmed that there were a lot of initiatives being made available to the sector. Governors agreed that it was important to be nimble so as to fully respond. The Chief Financial Officer made the point that there was no spare staffing capacity and therefore the College may need to invest in this area.</p> <p>The Board asked what the position is in current circumstances regarding staff recruitment, and particularly how difficult it would be to recruit quickly to respond to increasing demand. The Chief Financial Officer expressed the view that this really very much depends on staff disciplines and an example given was that recruitment in Engineering and Construction is very difficult, as there is high demand. In other areas, the College is more likely to successfully recruit; however, pay may be an issue. The Chief Financial Officer indicated that the question for the College is in terms of how much it speculates given the Stoke on Trent context and an example given was that planned DWP activity is only coming through at circa 60%. In addition to this, the Chief Financial Officer advised that it was quite a challenge to respond to the capital funding available, given the tight timescales imposed for spend.</p> <p>2) <u>Digital Disadvantage</u></p> <p>The Principal confirmed that a digital divide does exist but provided assurance to the Board that the College is getting as much out to learners as is possible but that there are some learners who are still struggling e.g. link to Canvas in the home environment. The use of mobile devices is an option but it is sometimes difficult to read the materials on this format. In addition, for some the access to broadband, particularly where there is video content, is a challenge. She described it as very much continuing to be a work in progress.</p> <p>The volume of requests for support is a challenge that the</p>		
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	<p>College is responding to. Provision of laptops is being successfully managed; however, difficulties with internet at home are more difficult to resolve. Students have been offered the option of booking time in the LRC to support in relation to this.</p> <p>The Principal expressed the view that this is likely to be a concern if the College is chosen for an Ofsted visit, as it is not yet at the point of being confident that 100% of students can access learning materials remotely. She confirmed that the College has spent a considerable amount of money on IT but that the demand is still high.</p> <p>3) <u>HR</u></p> <p>The Principal advised that staff are increasingly nervous given the number of infections and that a pulse survey issued showed that results had declined, with the response rate at 32%. Information provided seems to indicate that staff are less confident that the College is caring about their wellbeing. The Principal expressed the view that there were limited opportunities to improve this, as the College has gone above and beyond what it can in terms of Health and Safety.</p> <p>A suggestion from one member of the Board was to consider the introduction of 'safe spaces' for staff to share feelings and experiences. They urged the College to experiment with this to try and bridge the divide between on-site activity and home working.</p> <p>In terms of timetabling, the Principal advised that a 50/50 approach was in place, with weeks either being yellow or blue. Students are allocated a colour and attend site one week and then work remotely at home. All on-site class sizes have halved and all staff have been provided with visors. In public areas, Perspex screens have been installed and there are sanitisers, paper towels etc. throughout the sites. The cleaning regime has significantly increased and the College continues to socially distance at two metres rather than one. All public spaces are marked at two metres and there is a one-way system in place.</p> <p>The Principal confirmed that students are being sent home to self-isolate in line with guidance, where necessary. This was described as being disruptive but is a requirement. The Board were advised that there is the potential that the College may be identified as a 'source of outbreak' and, to try and address this, the College is looking at the option of extending the half term</p>		
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	<p>break to give a 'circuit break'. The Principal confirmed that the College is tracking all suspected cases and, in the main, it is not necessarily College related but instead infection comes from home, family, friends etc. All agreed that there was a need to focus on the 'active' cases. Governors articulated an expectation that the position was likely to get worse before it gets better and that, nationally, data suggests that it is the social aspects of life that are leading to the spread.</p> <p>Student Governors were invited to share their experiences. One confirmed a really positive position for her individually regarding remote learning, although it does feel like attendance is lower at some times when compared to others. She expressed the view that students are well prepared for remote learning and it was confirmed that there is a lot of mental health support in place.</p> <p>Governors agreed that a two-week period of social distancing is a potential solution/way forward, with one week being entirely remote learning for the entire student population.</p> <p>The Board discussed the risks in relation to this and asked whether COVID-19 needs to be a specific risk on the Risk Register, as this would then allow an opportunity to provide clarity on the management of issues and the plans in place. The Principal expressed the view that the structure that exists is working well to manage the situation. The Chief Financial Officer confirmed that the College was developing a specific COVID Risk Register which would have more detail on operational aspects.</p> <p>AGREED: to note the content of the update provided.</p>		
<b>7</b>	<b>CURRICULUM, QUALITY &amp; STANDARDS COMMITTEE CHAIRS REPORT</b>		
	<p>The Committee Chair introduced his presentation slides and also drew Governors' attention to the detailed minutes of the meetings held on 19<sup>th</sup> August 2020 and 17<sup>th</sup> September 2020. His summary was split in to a number of areas, including:</p> <p>1) <u>Here and now</u></p> <ul style="list-style-type: none"> <li>• Much better start of year arrangements for 2020/21. They were well planned and managed, which is encouraging.</li> <li>• Auto enrolment worked well and has helped to support student progression</li> <li>• Student recruitment is positive and improved on the same time in prior year. Focus now is on retention. Swap</li> </ul>		

	<p>don't drop is a key initiative. Expected continuing in year recruitment will contribute towards increased allocations in future years.</p> <ul style="list-style-type: none"> <li>• Student outcomes are generally showing a positive trend but still some outstanding results awaited (to be validated). Functional skills results negatively impacted by COVID. Quality assurance arrangements are in place with a tremendous amount of work done. The interim Vice Principal has really had an impact in this area.</li> <li>• In terms of Safeguarding, it is important to monitor the trends</li> <li>• Quality monitoring started early, with support in place to bridge any gaps.</li> </ul> <p>2) <u>Medium term</u></p> <ul style="list-style-type: none"> <li>• Self-assessment is underway and started early, with validation planned for November 2020</li> <li>• 50/50 on-site learning arrangements do come with risks, particularly relating to some learners who may be left behind. Digital inclusion is an important consideration.</li> <li>• Curriculum planning has been successful this year, particularly the response to over and under recruitment areas.</li> <li>• The Teaching, Learning and Assessment strategy is well developed and now needs to be embedded. Governors need to see how they all link together and relate.</li> <li>• There is a significant amount of improvement work taking place</li> <li>• In terms of Apprenticeships, there is still work to do but the numbers are holding up well; however, there are still concerns regarding the number of out of funded learners.</li> </ul> <p>3) <u>Longer term</u></p> <ul style="list-style-type: none"> <li>• There needs to be scenario planning regarding curriculum and quality</li> <li>• Progression targets need to be established</li> <li>• Digital learning needs to make sure that all students are included and it adds value</li> <li>• The College needs to consider the adults and the Level 3 entitlement</li> <li>• It is all now about maximising opportunities</li> </ul> <p>4) <u>Risks and issues – these include:</u></p> <ul style="list-style-type: none"> <li>• Ofsted</li> <li>• Retention – specifically the risk regarding digital inclusion</li> <li>• Learner progress</li> <li>• Marketing strategy and branding</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Employer and partner engagement</li> </ul> <p>In discussion, the Board acknowledged that COVID is a time for accelerated change and that there is a need to address any inequalities. The College needs to focus on 'the point on the horizon', particularly in terms of where the College is going and not just the here and now. Governors agreed that there was merit in bringing forward/adding in an 'away' day strategy session this term and it was agreed that options in relation to this would be explored before the Christmas break. Governors agreed that there was a need to fast forward the strategic discussions and that part and parcel of this included a review of marketing and branding with a focus on 'your College'.</p> <p>AGREED: to note the content of the update provided.</p>		
<b>8</b>	<b>TRANSFORMATION, FINANCE &amp; RESOURCES COMMITTEE CHAIRS REPORT</b>		
	<p>The Committee Chair introduced this item and drew Governors attention to the summary slide presentation and also the minutes of the meeting held on 25<sup>th</sup> September 2020.</p> <p>1) <u>Here and now</u></p> <ul style="list-style-type: none"> <li>• Better than budget for the year-end position for 2019/20</li> <li>• Cash position remains strong but a cash sweep risk which is yet to be resolved</li> <li>• Budget for 2020/21 – some positive variances already known</li> <li>• Strong student recruitment – some areas of over or under recruitment but overall well aligned to the curriculum plan.</li> <li>• Committee reviewed proposals in relation to sub-contractor values and were happy to recommend to the Board. Governors' attention was drawn to the detailed report provided within the pack.</li> </ul> <p>AGREED: to approve the sub-contract values as presented and recommended by the Transformation, Finance &amp; Resources Committee.</p> <p>(Heather Marks joined the meeting at 9.30am)</p> <ul style="list-style-type: none"> <li>• PMO return - submission deadline is 31<sup>st</sup> October 2020 and the Chief Financial Officer will confirm compliance later in the month</li> <li>• Good debate regarding J Block, which is the subject of a</li> </ul>		

	<p>separate confidential item later in the meeting.</p> <ul style="list-style-type: none"> <li>• Committee received proposals on the establishment of a Capital Projects Committee and all agreed that this was a beneficial action for this academic year. Membership proposed is Julie Obada, Sue Blake, Andy McKay, Denise Brown plus an External Co-optee to be identified. Draft Terms of Reference were reviewed and are put forward for Board approval. The Board all agreed that the short term introduction of this group was sensible and were happy to agree recommendations from the Committee. All felt that this would help the College to get on the front foot.</li> </ul> <p>AGREED:</p> <ol style="list-style-type: none"> <li>a) To establish a Capital Projects Committee</li> <li>b) Membership to be Julie Obada, Sue Blake, Andy McKay, Denise Brown plus an External Co-optee (with delegated authority to the Committee to identify and appoint)</li> <li>c) Approve the Terms of Reference as presented.</li> </ol> <p>2) <u>Medium term</u></p> <ul style="list-style-type: none"> <li>• Apprenticeship market – risks and opportunities and the College needs to build on the strong start and pipeline. There still seems to be an appetite within the area.</li> <li>• Maximising opportunities for additional funding – government initiatives/LEP/OA</li> <li>• Risk to commercial income</li> <li>• Day 42 – impact on staffing structure for 2020/21</li> <li>• Estates strategy review underway</li> <li>• Need to fully review the 3 year financial forecast</li> <li>• Transparency regarding achievement of bank covenants</li> </ul> <p>3) <u>Longer term</u></p> <ul style="list-style-type: none"> <li>• Rate of change in the sector. He expressed the view that Stoke on Trent College is probably better equipped than most, as it has gone through change for many years</li> <li>• The estate – updated Estates strategy will inform future funding bids</li> <li>• Continued progress against transformation plan and any delays because of COVID-19</li> <li>• J Block – market interest and negotiations with the bank/PMO to retain a share of sale proceeds.</li> </ul> <p>4) <u>Risks and issues</u></p> <ul style="list-style-type: none"> <li>• COVID – ongoing response and reaction required</li> <li>• Marketing effectively to maximise a change in the market</li> <li>• Cash sweep</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Staff pay</li> <li>• Bank covenants</li> <li>• Solvency/going concern</li> </ul> <p>AGREED: to note the content of the update provided.</p>		
<b>9</b>	<b>2019/20 STUDENT OUTCOMES</b>		
	<p>The Assistant Principal for Quality of Education drew Governors attention to her written report and key matters considered were:</p> <ul style="list-style-type: none"> <li>• The College has introduced some rapid changes as a result of COVID</li> <li>• Mental health and wellbeing is absolutely paramount</li> <li>• Peer to peer contact and immediate staff feedback is critically important</li> <li>• There are a number of absolutely essential strategies in place, including: <ul style="list-style-type: none"> <li>a) Re-engagement</li> <li>b) Digital learning</li> <li>c) Transition</li> </ul> </li> <li>• The College has, so far as it is able, addressed known issues of digital poverty</li> <li>• A COVID-19 working group has been established and there is a focus on a number of known challenges, not least of which is the centre assessed grades and the process required to check accuracy.</li> <li>• QAR tables will not be published for 2019/20</li> <li>• The College was able to show that, in 2019/20, in year progress and improvements were made</li> <li>• Attendance was not and is not where the College wants it to be but it is a focus. She confirmed the need to 'raise the bar in this area'.</li> <li>• Pulse meetings focus on English and maths attendance</li> <li>• 50/50 timetable means that there is a need to change how attendance is measured</li> <li>• The College has introduced a 'Burslem improvement board'</li> <li>• There are 3 year trends of improvement at entry, level 1 and level 2</li> <li>• Level 3 outcomes have slightly declined but are now a focus. Focussed IAG on this at the start of the year. College is using the Aspire programme to attract and retain.</li> <li>• In terms of Apprenticeships, investment is needed to secure improvements</li> <li>• Timely achievement has seen a decline for apprentices</li> </ul>		

	<p>age 16-18 and 19+. This is not unexpected considering many apprentices remained in the industries that have been hit the hardest during COVID-19. This is because the vast majority of apprentices were unable to complete work-based assessments as a result of being furloughed or having increased work-based responsibilities due to being key workers. Apprentices aged 16-18 have achieved better on the intermediate Apprenticeship. Apprentices aged 19+ on advanced Apprenticeships achieve better than those on intermediate Apprenticeships.</p> <ul style="list-style-type: none"> <li>• Governors were asked to note that the data provided at this point in time is provisional and that this is because there is some outstanding data and also an appeal request was submitted to City &amp; Guilds for Functional Skills English, maths and ICT. She confirmed that this was a 'heads up' in terms of missing data but gave assurance that the College was working hard to address this.</li> </ul> <p>An observation made by the Board was that there were some mixed messages in terms of digital learning and digital inclusion in terms of information provided on this agenda item and the update given by the Principal earlier under the banner of COVID-19. The Principal explained that this paper focuses on 2019/20 and that for 2020/21 there is a much higher need for remote learning, which gives a slightly different picture. Remote learning started early/immediately at the commencement of the year, which was not the case in 2019/20. Students had the benefit of 6 months on-site learning before lockdown in 2019/20. She confirmed that the College has a catch-up strategy in place. A challenge from the Board was to ensure that learners have continuity of learning.</p> <p>Staff confirmed that the College was not complacent and the aim is to ensure that students have good access and full engagement. Staff need to be clear regarding every learners progress.</p> <p>The Board asked what is specifically different this year. It was explained that there are a high proportion of students arriving who have not engaged in learning since March 2020 and some have come with inflated centre assessed grades. In addition to this, they are not used to online learning.</p> <p>The Board then asked what the position was in terms of retention and questioned how easily this can be tracked and</p>		
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	<p>what the College has in place to address any issues emerging. The Assistant Principal indicated that the introduction of the Burslem Improvement Board has helped to really give a focus and identifies the students at risk of withdrawal. All Heads of Learning provide data to the group, including learner journal completion and review. Staff performance is also monitored as is student attendance, particularly in relation to maths and English.</p> <p>The Board were reminded that Stoke on Trent College is a College that recruits throughout the year and therefore has the option of planning new provision in year. Traditionally, the College has been able to recruit another 200 16-18 year olds in year. For adults, it is more about contract values and not just the student numbers. A challenge from the Board was to make sure that this is a real u-turn year for the College.</p> <p>AGREED: to note the content of the update provided.</p>		
<b>10</b>	<b>SAFEGUARDING AND PREVENT</b>		
	<p>The interim Assistant Principal Curriculum and Support introduced her detailed report and key matters brought to the Boards attention included:</p> <ul style="list-style-type: none"> <li>• Keeping Children Safe in Education Policy has been updated and all College policies and procedures have been reviewed and changed to respond. The team have reviewed the Shrewsbury report and any actions identified have been included in the plan.</li> <li>• The College is still awaiting a local authority audit</li> <li>• The Strategy has been updated to include more specific reference to British values</li> <li>• Prevent has been a focus in lockdown, for example the College has been able to introduce a new alarm</li> <li>• Gangs and youth violence continue to be a concern and one to watch. There are currently 11 young people enrolled who are either gang nominal, suspected to be part of a gang or prior associations, with one at risk of losing his College place.</li> <li>• During the month of September, there were 32 Safeguard referrals, which is 10 more than the same period in the prior year.</li> <li>• The College is seeing a change in campus trends; it is believed this is related to the movement of provision</li> <li>• Mandatory training continues to be a focus and it was acknowledged that the College needs to ensure that it is fully compliant.</li> </ul>		

	<p>The Board asked what the COVID impact has been on Safeguarding. The interim Assistant Principal indicated that it is more challenging now to monitor and track. Focus has been on the vulnerable and they are on-site every week. There are more challenges emerging regarding the increased level of online activity.</p> <ul style="list-style-type: none"> <li>• Teams are very proactive and have done a lot of mental health work, as the number of referrals increased in this area last year</li> <li>• The College is considered a safe space for some</li> <li>• The LRC space is used for the vulnerable or those who cannot access online resources at home</li> </ul> <p>A challenge from one member of the Board was that the online completion of a referral form is not always the best. It was confirmed that a paper-based form exists and the Staff Governor, Dave Hopley, confirmed that this will be provided to all peer mentors.</p> <p>AGREED: to note the content of the update provided.</p>		
<b>11</b>	<b>ANNUAL REPORT TO THE PMO</b>		
	<p>The Chief Financial Officer provided a verbal update and confirmed that this is due for submission by 31 October 2020 and will give an overview of FY20 year. It will cover a number of aspects, including curriculum, business process improvements, finances etc. The College had a very positive response to the last submission and therefore intends to use the same format. It was agreed that the Chief Financial Officer would circulate to Board members before the submission deadline for feedback.</p> <p>AGREED: to note the content of the update provided.</p>	CFO	Oct. 2020
<b>12</b>	<b>2020/21 FINANCIAL UPDATE</b>		
	<p>The Chief Financial Officer drew Governors attention to her detailed report and key matters considered were:</p> <ul style="list-style-type: none"> <li>• 2020/21 deficit was agreed at £801k; however, the College now knows it will receive additional funding. This includes:             <ol style="list-style-type: none"> <li>a) £804k capital</li> <li>b) £327k for 16-19 tuition – the College will receive this on a profile basis</li> <li>c) Additional AEB of £58k</li> </ol> </li> </ul>		

	<p>d) £87k in relation to COVID-19 skills offer</p> <ul style="list-style-type: none"> <li>• The College team is still working through how the sums can be spent within the criteria and she explained that not all are discreet funds. The College acknowledges that it needs to review and address pay concerns.</li> <li>• Risk remains in relation to cash sweep and cash flow implications.</li> </ul> <p>The Chief Financial Officer provided greater detail in relation to the cash sweep and provided background context and a reminder of the agreement reached with the Transaction Unit (now PMO). The cash sweep is based upon cash balances as at July each year. The PMO believe that the trigger figure is £1.6 million, which should be compared to the Colleges actual position which is £2.6 million. The 'sweep' provides for repayment of 50% of the excess cash above the trigger figure. This could mean a repayment of £560k; however, this is only repayable if it does not lead to bank covenant breaches.</p> <p>The Chief Financial Officer advised that, whilst the College had a recent meeting with the PMO and the ESFA, it had not been possible to move forward in terms of agreement. There was also discussion as to whether or not the College had met conditions subsequent required as part of the deal. To try and resolve the position, it was agreed that a meeting needed to take place including individuals who were in post when the deal was finalised including Dean Ardron, Denise Brown, Jeremy Cartwright and Robert Griffiths.</p> <p>The Chief Financial Officer advised that, one of the contributing factors to the higher than expected cash, is COVID and the College argument in relation to this is that it is exceptional and therefore should be removed from the calculation; however, this is not something that PMO are willing to agree at this stage. She confirmed that, without prejudice, the intention is to include a £516k liability for FY20 as a short-term debt in the accounts with a potential of £494k being the longer-term liability.</p> <p>AGREED: to note the content of the update provided.</p>		
<b>13</b>	<b>ESTATES REPORT</b>		
	<p>The Chief Financial Officer introduced this item and summarised the context and history of the Estates strategy development including input from JLL. She advised that Fusion have now been appointed to update and it is expected that a refreshed strategy will help the College in terms of further bids for capital</p>		

	<p>funds. It was agreed to provide a presentation to the Board at the December 2020 meeting, with updates to the Capital Project Committee in the intervening period.</p> <p>The Board were advised that the College has received £804k building condition funding and that this is something allocated in the sector on the basis of student numbers. This has to be spent or committed by 31 March 2021 and has to be spent on building infrastructure. The amount given is also based on FE sector data collection surveys done in 2019. She advised that there was a visit planned for Monday by the DfE to verify the data submitted. At this point in time, they have indicated that they only want to visit the Caudon campus but the College is going to ask them to consider both Caudon and Burslem.</p> <p>The Board were then given an update in relation to the LEP bid process and it was explained that two bids were submitted and, if successful, there will be a need for the College to match fund.</p> <p>In relation to the Burslem campus, the boundary dispute has now been finalised and payment of costs to the College agreed. AAT have vacated the site amicably. Following a question, it was confirmed that the Novodex boundary is not near J Block.</p> <p>A challenge from the Board was to ensure that there is independent verification that the settlement achieved in relation to the Novodex dispute is 'a good deal'. The Chief Financial Officer confirmed that she would obtain a letter from solicitors. The Board felt that there was also merit in securing external verification on the agreement reached with AAT and they asked the College to ensure that DfE confirmation is tracked and recorded.</p> <p>AGREED: to note the content of the update provided</p>	<p>CFO</p> <p>CFO</p>	<p>Oct 2020</p> <p>Oct 2020</p>
<b>14</b>	<b>CORPORATE RISK REGISTER</b>		
	<p>The Chief Financial Officer provided a verbal update and confirmed that this had been discussed in detail with the FE Commissioner team and that, as a consequence, it is being reviewed to specifically include COVID risks. The intention is to present the update to Executive and then Audit Committee, with the addition of a COVID appendix. It was agreed that a copy would be provided to the November meetings of Audit and the Transformation, Finance &amp; Resources Committee and then made available to the Board at the next meeting.</p>	<p>CFO</p>	<p>Nov/Dec 2020</p>

	<p>A challenge from the Board was to ensure that aspects of COVID appear on the main register as well as an appendix. The Chief Financial Officer advised that there was a more generic risk in relation to the pandemic and the impact to the College and that the COVID points are more specific to day to day activity interruptions i.e. more to do with business operations and continuity. A challenge from the Board was to ensure that the 'golden thread' between the strategic and the operational is evident. Governors all agreed that they needed assurance that the College is following the guidance.</p> <p>AGREED: to note the content of the update provided.</p>		
<b>15</b>	<b>GOVERNANCE COMMITTEE CHAIRS REPORT</b>		
	<p>The Committee Chair introduced this item and an update was given on a number of aspects</p> <p>1) <u>Here and now</u></p> <ul style="list-style-type: none"> <li>• Stable Board membership but with an opportunity to recruit further independent Governors</li> <li>• Both Staff and Student Governor vacancies now filled</li> <li>• Recommendation from the Committee is for the Board to approve the proposal that Steve Sawbridge and Julie Obada be offered a second term of office (4 years) at the point when their existing terms of office conclude this academic year.</li> </ul> <p>The Board were happy to support this proposal.</p> <p>AGREED:</p> <p>a) To re-appoint Steve Sawbridge as an independent Governor for a period of 4 years from May 2021 to May 2025</p> <p>b) To re-appoint Julie Obada as an independent Governor for a period of 4 years from February 2021 to February 2025</p> <p>The Chair took the opportunity to update the Board on the ill health experienced by Pritpal Singh-Nagi and it was agreed that a card and flowers would be sent from the College.</p> <p>2) <u>Medium term</u></p> <ul style="list-style-type: none"> <li>• Governor training – two evening sessions planned during the year (October 2020 and March 2021) plus online events arranged by the AoC</li> <li>• Governor attendance – to be monitored given the impact</li> </ul>		

	<p>of COVID</p> <ul style="list-style-type: none"> <li>• Continued use of Teams for Board and Committee meetings in 2020/21</li> <li>• Terms of office for the Chair and Vice Chair end in September 2021</li> <li>• 2020 Governor one to ones with the Chair to be arranged</li> <li>• Senior post holder performance reviews for 2019/20 and targets/objectives for 2020/21 scheduled to go to the next planned Governance Committee meeting</li> <li>• Outcomes of the Executive team building exercise being conducted by Mayvin.</li> </ul> <p>3) <u>Risks and issues</u></p> <ul style="list-style-type: none"> <li>• Ofsted view of governance</li> <li>• FE Commissioner view of governance</li> <li>• Succession planning</li> <li>• Continuing future recruitment requirements</li> <li>• Maintaining high levels of governor engagement</li> </ul> <p>AGREED: to note the content of the update provided.</p>		
<b>16</b>	<b>PRINCIPAL'S REPORT</b>		
	<p>The Principal drew Governors attention to her detailed update and appendices and the Board considered a number of aspects.</p> <p>1) <u>5 Pillar Plan update</u></p> <p>The Principal advised that:</p> <ul style="list-style-type: none"> <li>• This is an additional tool which sits alongside the strategic plan and KPIs</li> <li>• It is a useful tool internally</li> <li>• A lot of effort has been put in to improving staff morale and ensuring cultural alignment. The College is now in the process of carrying out a review in relation to this.</li> <li>• The College has created a dashboard to visually show where it believes it is and this will be presented to the November meeting of the Transformation, Finance &amp; Resources Committee</li> <li>• Cultural alignment work has gone well but there are still some issues</li> <li>• Financial stability is positive</li> <li>• There have been some J2O successes and the team are now working on Ofsted preparation</li> <li>• More work still to do in terms of brand equity</li> <li>• Future capacity is currently RAG rated as amber but this may move to green, as a lot of work has been done;</li> </ul>		

	<p>however, the College needs to assess and ensure improvements are evident before it can be fully confident in this area.</p> <ul style="list-style-type: none"> <li>• The aim is to complete this review by October half term so that it can then be used to plan 2020/21 development.</li> </ul> <p>It was agreed to use the 5 Pillar Plan as part of the strategy workshop discussions.</p> <p>2) <u>FE Commissioner visit update</u></p> <p>The Boards' attention was drawn to the summary note and the Principal expressed the view that the day felt, on the whole, to be positive. There were some 'sticking points' including:</p> <ul style="list-style-type: none"> <li>• Frequency of Board and Committee meetings</li> <li>• Appointment of a permanent Deputy Principal/Vice Principal</li> <li>• Staff survey outcomes</li> </ul> <p>She confirmed that, generally, the College was encouraged by the feedback.</p> <p>Governors' attention was then drawn to the Financial Notice of Concern and the points that the College has to satisfy so as to be able to come out of intervention; these are referenced by the ESFA in schedule 1. Governors considered these in detail and felt that:</p> <ul style="list-style-type: none"> <li>• In relation to condition one, the College should be able to satisfy this by 31<sup>st</sup> of December 2020</li> <li>• The College provides the information as required</li> <li>• The College complies</li> <li>• FE Commissioner to reach the conclusion that 'reasonable progress' is being made with the recommendations they have made.</li> </ul> <p>It was acknowledged that the College has been able to satisfy a good many of the recommendations and therefore should be closer to coming out of intervention. It was agreed that, in terms of KPIs, there should be a performance measure included for 2020/21 which is to exit intervention on the basis that these conditions can be met. A challenge from the Board was to target and demand to come out of intervention. It was agreed that there would be tactical discussions regarding next steps outside the meeting. Having reviewed the regulations, the Board were advised that intervention is in the gift of the ESFA and the FE Commissioner team is a tool in the intervention process. All felt</p>		
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	<p>that a determination on 'reasonable progress' should be objective and not based upon criteria, which is subjective and therefore it was important to agree the framework for this so that the College can actively work towards evidencing that conditions have been met.</p> <p>3) <u>Student numbers</u></p> <p>The Principal drew Governors attention to the report appendices and key matters noted were:</p> <ul style="list-style-type: none"> <li>• College position for 16-18 learners is 104% of target, which should be compared to the prior position at this point in the year of 80%</li> <li>• College is currently 100% of AEB but this does come with a health warning as there is a negative impact following DWP closure because of COVID. The College is seeing slow starts with only 65% of expected students in this area.</li> </ul> <p>The Board discussed the kickstart programme and asked whether the College is tuned in to the Chamber of Commerce bids made. The Principal confirmed that she has been in touch with Sarah Williams and has made an offer to support the programme. In addition, the Managing Director Commercial is to meet with the Chamber of Commerce development lead. The Principal confirmed that the College will push hard on this but that currently, there doesn't seem to be an appetite regarding a 'place' based solution.</p> <p>The Board were given an update on the 2019/20 AEB funding position and it was explained that, Colleges who delivered in excess of 80% in the year will be paid 100%, so as not to be negatively impacted by COVID. The College delivered 87% and is therefore in a comfortable position.</p> <p>In terms of 16-18 numbers, the allocation is 1612 and the College was at 1651 as at Tuesday this week. Full value of activity is £8.6 million; however, the College will only receive £8.2 million because of the lagged funding methodology.</p> <p>In terms of 2020/21 Apprenticeship funding, the College is generally in a good position. It has £1.4 million carry in with 600 new starts. Current forecast is based on £1.4 million carry in and, to date, 200 of the 600 expected new starts have materialised. It is expected that this will increase as there is a positive pipeline in place.</p>		
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	<p>The Principal provided an update on the Foundation Bridge Academy and confirmed that the DfE have been advised of the plan to close and the Academy has now received DfE notice of closure. The Board were entirely satisfied to endorse the closure plans presented and asked the Principal to take all necessary steps in this area. The Board were happy to note the minutes of the meeting held on 17<sup>th</sup> September 2020 and the DfE closure notice.</p> <p>AGREED: to note the content of the update provided.</p>		
<b>17</b>	<b>ANY OTHER BUSINESS</b>		
	There were no items of additional business.		
<b>18</b>	<b>DATE AND TIME OF NEXT MEETING</b>		
	The Clerk confirmed that the next scheduled meeting was 11 <sup>th</sup> December 2020.		
	<b>CONFIDENTIAL ITEMS</b>		
	<p>It was agreed that confidential items would be recorded on a separate basis.</p> <p>Staff and students, together with Rob Lawson, left the meeting at 11.25am.</p> <p>Meeting closed at 11.40am.</p>		