

Minutes of: CORPORATION  
 Date: 12<sup>th</sup> May 2022  
 Time: 5:00pm  
 Place: The Lodge Conference Room & via Microsoft Teams



Present: Mr S Brand  
 Mr P Cook MBE (Principal)  
 Mr S Crick  
 Mr M Crook  
 Dr H Friend  
 Ms J Lewis-Bell  
 Mr I Meaton  
 Mr I Pursglove (Chair)  
 Mr K Sonecha  
 Mr C Todd (Vice Chair)  
 Ms N Williams

In attendance: Ms S Dent (Vice Principal, Finance and Resources)  
 Ms J Ferguson (Vice Principal, Safeguarding and Pastoral Care)  
 Mrs R Herbert (Vice Principal, Quality and Curriculum)  
 Mrs Y Doherty (Clerk to the Corporation)

#### 21/59 APOLOGIES

Apologies for absence were received from Ms Carr-Fanning, and Mr Crook.

#### 21/60 DECLARATIONS OF INTEREST

There were no declarations of interest.

### FOR DECISION

#### 21/61 GOVERNOR APPOINTMENT

Ms Williams left the meeting.

The Chair presented the report on the recommended Governor Appointment (circulated, document May 22/1).

The report confirmed the Governor recruitment recommendation from the meeting of the Search and Governance Committee held on 31<sup>st</sup> March 2022, which was communicated electronically on 5<sup>th</sup> April 2022.

Governors responded to the email, issued on 5<sup>th</sup> April, **approving** the recommended appointment of Ms N Williams to the Corporation for a four-year term, with effect from 12<sup>th</sup> May 2022

#### It was **RESOLVED THAT**

- i. The report confirming the approval of the appointment of Ms N Williams be noted and received
- ii. Ms N Williams be appointed to the Corporation for a four-year term, with effect from 12<sup>th</sup> May 2022.

Ms Williams re-joined the meeting

**21/62 MINUTES FROM THE PREVIOUS MEETING**

The minutes of the meeting (circulated, document May 22/2) held on 24<sup>th</sup> March 2022 were considered.

It was **RESOLVED THAT**, the minutes of the meeting held on 24<sup>th</sup> March 2022 be approved.

**21/63 MATTERS ARISING**

There were no matters arising.

**FOR INFORMATION****21/64 STANDING AGENDA ITEMS****64.1 Principal's Report**

The Principal provided a summary report of developments and issues (circulated, document May 22/3).

The report provided detail on:

- COVID issues – including data for the autumn and spring terms
- Extended 49-week residential provision for a very small cohort
- 50-year celebration
- Feasibility Study, the architects were very experienced in specialist provision. Outline plans had been provided, a further site visit was planned for w/c 16<sup>th</sup> May 2022
- Trade Union activity
- Visit by the Lord Mayor

Discussion points included:

Had any risks been identified regarding the extended 49-week residential provision?

It was reported that there had been initial concerns as to whether there would be sufficient expertise available to support delivery. However, sufficient numbers of staff had applied to deliver the extended provision.

It was queried if the provision would be significantly more challenging.

It was confirmed that the provision was for two existing residential learners and a third who had still to complete the assessment process.

The experience from the learners perspective was raised, given that there were would be few other people around on site.

It was reported that the learners would be receiving a 'home experience'. Being in residence at the College provided a continued calm environment, and activities would include those that you would expect at home, e.g., shopping, trips, cooking etc.

It was acknowledged that this was a positive development, with the optimum cohort size for viability questioned.

It was reported that a minimum cohort of 3 was required, any fewer made the costs prohibitive.

It was queried if it was incrementally as viable with increased numbers.

It was confirmed that it became more viable with increased numbers. The college had ensured that the initiative would not result in a loss. It was acknowledged that it would not 'make a lot of money' but it did support the processes for retaining learners. An additional benefit to offering this provision would be the potential to also offer respite care that had not been possible before.

It was recognised that staff had applied to deliver this provision, but assurance was sought that staff welfare had been accounted for in relation to staff that would be working during what would ordinarily be their summer break.

It was reported that this had been considered and that staff had been given the opportunity to identify 'blocks' of time when they would work.

It was commented that this would a good opportunity that opened up additional opportunities. The position for 'transitioning' the learners for the periods when they would not be College (Christmas and Easter) was raised.

It was recognised that this would require careful management. Detail was provided and it was confirmed that if other provision was required at these times social services would arrange this.

Feasibility Study – the impact on the originally anticipated timescales was questioned.

It was confirmed that it was expected that the expected delay was approximately one month.

It was **RESOLVED THAT** the Principal's update report be noted and received.

#### **64.2 QuIP 2021/22**

The Vice Principal Quality and Curriculum reported on updates against the Quality Improvement Plan (circulated, document May 22/4).

The following points were highlighted:

pg. 3:

there was focus on positive progression, early indications are positive, examples included two supported interns at WMP having been interviewed for permanent positions

pg. 7:

the visit by LSI Architects had supported the teams to consider accommodation and how it was used

pg. 9

contact has been maintained with colleagues at QAC. The College had recently been inspected, with the report due for publication.

pg. 19:

the PSD/PSHE curriculum had been refreshed. The external practitioner was currently working on developing schemes of learning for all three Pathways. Foundation has been completed, with delivery beginning before half term.

Discussion points included:

Monitoring progress – health check process completed on a termly basis?

This was confirmed and that systems included assessing progress against targets and a review completed by the external consultant (practising Ofsted inspector) who had visited all of the Pathways, met with the Curriculum Managers, visited classes, reviewed data and provided a report.

Position with regard to the Curriculum Strategy

It was reported that a draft version had been considered and approved in principle by the Quality and Standards Committee (subject to points raised) but a costed version was still to be produced as had been requested.

It was commented that distribution of the revised employability brochure was positive and an update on the use of social media requested.

It was reported that the Marketing Officer was devising methods for electronic distribution of literature/updates and that this would include the use of videos that had been produced.

The position with Level 1 & 2 maths and the appointment of the Advanced Practitioner was raised. It was reported that the appointment of the Advanced Practitioner was a positive development. There were concerns with regard to attainment for Level 1 & 2 but the numbers were small. Opportunities for resits were provided, and there was a rolling programme of exams in progress where it was hoped that there would be improved performance.

The new Employee Assistance programme was questioned. It was reported that this had been received positively but there was no data regarding usage as yet.

An update on the support for improving the well-being of staff specifically around mental health was requested.

It was confirmed that this was still being explored. HR had identified staff that had made a disclosure and work was in progress around this.

It was **RESOLVED THAT** the update against the Quality Improvement Plan (QuIP) 2021/22 be noted and received.

### 64.3 Student Numbers

The Vice Principal Quality and Curriculum presented the report on the Student Numbers (circulated, document May 22/5).

It was highlighted that although the number of new applications was slightly above at the same point in the previous year, they were very close.

Discussion points included:

There had been a significant drop in the number of day learners; this was queried.

It was confirmed that no particular trend had been identified and there was a variety of reasons, including complex mental health issues, issues with the impact of COVID, difficulty in retaining learners that were now expected to attend on site daily.

It was questioned if in forward planning there were considered to be any risks.

It was reported that there was always an expectation that some learners would withdraw, and substantial work was invested in identifying those at risk and establishing the required support.

It was emphasised that, subject to confirmation, the anticipated number of returning learners and restarts was positive.

The process of monitoring the numbers and modelling for next year was queried.

It was confirmed that student numbers are tracked from the beginning of the year, including applications for the next academic year and data on the progress of current learners. This was analysed weekly via a report considered by the SLT.

It was confirmed that applications to join the College in September 2023 had already begun to be received.

Attention was drawn to a potential development regarding placements from a regional Local Authority. There were indications that funding for future post 16 placements might be on the basis of a three day per week programme.

It was emphasised that this was yet to be confirmed.

It was reported that three-day provision was very much a mainstream GFE methodology and did not fit with the Hereward model or the learners it served.

If this was the case it would have a significant impact as the College had limited availability of three-day provision.

The College had received 11 applications for September 2022 start and had a potential 37 returners and restarts from this LA.

The provision offered by other providers was questioned.

It was suggested that research indicated that there was pressure to increase provision in mainstream providers.

Any learners that would be starting new programmes as part of the employment-based provision would not be able to do this three-days per week.

It was advocated that a 'value for money' approach should be considered, as those learners engaged with employment-based provision had the potential to contribute to society more quickly. This was agreed and that it was about long term VFM as any proposed three-day provision would provide short-term cost savings but learners would be engaged in the provision for a longer period of time to achieve the same outcome.

It was further suggested that consideration should be given to requesting a copy of any equality impact assessment that would have been completed by the LA regarding three-day provision.

**It was suggested and agreed that a separate paper providing an update on this issue be provided for the next meeting of the Corporation in June 2022.**

It was questioned if there was any data on the potential number of tribunals that might arise in relation to applications.

It was reported that the College maintained contact with parents regarding this.

It was **RESOLVED THAT**

- i. the Student Numbers update report be noted and received.
- ii. a separate report be provided to the next meeting on the position regarding the regional LA potentially reducing placements to three-day per week provision.

PC/RH

#### **64.4 Data Dashboard 2021/22**

The Data Dashboard was considered (circulated, document May 22/6).

The following points were highlighted:

##### Improving Learning, Teaching and Assessment (ILTA)

- Increased number of observations.

##### Working in Learner Centred Structures (WILCS)

- Reduced % retention rates for learners with clinical intervention (learners that have left in-year).

##### Delivering Responsibilities in Partnerships (DRP)

- Reduced % of staff with current classroom based safeguarding training – due to new cohort

##### Making the Most of College Resources (MMCR)

- HR COVID data

Discussion points:

Was COVID absence included in the sickness absence data?

As per the question at the last meeting, if so and COVID absence was removed from the sickness absence rate would it be on target?

**Vice Principal Finance and Resources to confirm.**

SD

In-year AEB had dropped.

It was confirmed that the reported data was the forecast for the full year.

It was anticipated that there would be under delivery against the ESFA AEB allocation, but there was optimism that performance would improve on the current position.

It was noted that previous reporting had indicated that there was a significant programme planned for the end of the year.

This was acknowledged and that there had been strong performance at the end of last year.

Learner attendance rate, no improvement, albeit constant and above last year. What additional actions were needed to achieve target?

Reference was again made to the difficulties associated with re-engaging learners with daily attendance. Actions included review and revision of attendance procedure and policy and the re-introduction of more robust tracking and monitoring.

Observations – good improvement, acknowledging the impact of staff absence what was needed to improve performance further.

It was reported that there were still some issues relating to established teaching staff that would not return to College before the end of the year.

Teaching hours utilisation, annual data – could this be presented termly, especially as comment is made on utilisation rates in the finance reporting (agency staff hours)?

It was emphasised that the operation of the College was different to a mainstream college but work had been completed by the Vice Principal Quality and Curriculum and Vice Principal Finance and Resources to better understand the position.

It was confirmed that teachers were timetabled to the expected commitment level based on contractual obligation.

A number of additional points were made:

- opportunities to capture this
- periods of fluctuation in terms of the levels of utilisation
- efficiency – the finance reporting referenced the use of agency staff, if there were gaps that needed filling how effective is utilisation?

It was reported that that the total number of teaching hours was based on the funding applications which were matched to the teaching hours and teacher contracts.

It was confirmed that the college contracted up to numbers.

In terms of reporting this would need consideration including the need for it not to become too operational. The Internal Audit Service had also recently completed a review which had included scrutiny of the efficiency of teaching.

**It was suggested that this could be an area for consideration as part of a Deep Dive presentation to the Audit Committee.**

**AC**

It was **RESOLVED THAT** the Data Dashboard 2021/22 update report be noted and received.

## FOR DECISION

21/65

### FINANCE AND RESOURCES

#### 65.1 Fee Policy 2022/23

The Vice Principal Finance and Resources presented the Fee Policy 2022/23 (circulated, document May 22/7).

The policy had been reviewed and amendments were highlighted.

This included additions relating to supported internships and the free courses for jobs offer.

Discussion points:

Did the free course for jobs offer cover all learners, not just SEN, providing the potential for the College to have non-SEN learners?

This was confirmed to be the case.

Overseas Learner fees (page 6) – it was queried why the rates were higher and if it was full cost recovery would it be simpler to have one rate which could be subject to regular review?

**It was agreed that the Vice Principal Finance and Resources would confirm the basis for the fees. SD**

Where fees were due what were the processes to ensure payment was received and what was the risk of non-payment?

It was reported that it was a standard risk where the usual processes would be followed.

Reference to the National Living Wage (section 10, page 4) consider qualifying that this is subject to change to provide clarity.

Had inflation risks been covered? Was it based on national rates?

It was reported that there was confidence that the rates could be revised if necessary and that LA fees were not covered by the policy.

Advanced Learning Loans – discretion on fees – what was the process for review?

It was agreed that this would be looked at outside of the meeting.

It was **RESOLVED THAT** the Fee Policy 2022/23 be approved.

## **65.2 Bank Mandate**

The Vice Principal Finance and Resources presented a report on amending the Bank Mandate (circulated, document May 22/8).

The College currently held two accounts with Barclays Bank – a current account and an interest-earning account. The signing authorities for the accounts required updating to ensure appropriate access to the bank accounts. Detail was provided on the changes, and approval requested.

It was questioned if the process for signatures stipulated that was one from finance department plus one from non-finance area.

This was confirmed to be the case as per the Finance Regulations.

It was **RESOLVED THAT** the revised Bank Mandate be approved.

## FOR INFORMATION

### 21/65 FINANCE AND RESOURCES

#### 65.3 Monthly Management Accounts

The Vice Principal Finance and Resources presented the Monthly Management Accounts for Month 8 (circulated, document May 22/9).

Detail of key issues included:

- The Financial health assessment
- The cash balance at the end of the period
- Banking covenants are being met
- Updated forecast and surplus
- Updates against previous reporting and current risks
- Current Position
- YTD position with detail on identified key issues including:
  - Income, expenditure, underspends and inclusion of prior year figures for comparison
- Full Year data with detail on identified key issues including:
  - Revised budget and forecast, student numbers, income and overspends
- 3-year plan
- Other issues, including the catering provision

Discussion points:

How certain was the DSA forecast increase?

It was reported that there was confidence with regard to this.

When will the outcome of the property review feasibility study be indicatively impact assessed for the budget / 3 YP?

It was confirmed that this was unclear at the present time.

Capital expenditure – what was the position with B block given the revised figures?

It was reported that there had been issues such as increases in project costs.

**Vice Principal Finance and Resources to confirm the position.**

Previous discussion regarding loan renegotiation whilst interest rates were low.

It was confirmed that this would be reviewed at the point of budget setting.

Capital expenditure – Teaching kitchen, no progress?

It was reported that there had been no interest when the project had been tendered for, alternative options with local builders were being investigated.

Confirmation that it was about delivery not design was sought.

It was confirmed that following the meeting with LSI architects any future development would not impact on this. It was anticipated that the spend would be spread over this year and the next.

Core Network switches – revised figures.

It was reported that this was attributable to supply issues.

It was advocated that a large proportion of the expected capital expenditure would slip.

It was commented that the debtors YTD appeared high.

It was reported that this wasn't thought to be unusual as there could be fluctuations due to the timings of invoices etc.

It was **RESOLVED THAT** the Monthly Management Accounts, Month 8, be noted and received.



#### 65.4 GDPR Spring Term Update Report

The Vice Principal Finance and Resources presented a Data Protection update report (circulated, document May 22/10).

An update on progress included:

- The work of the Data Protection Group;
- No reported breaches;
- 5 Data Subject Access Requests, with detail
- Homeworking Policy approved, which highlights the importance of adhering to GDPR requirements
- Cyber Essentials application is in progress
- A review of any third-party systems used by students is in progress
- Progress against the Action Plan for 2021/22, including the impact of COVID 19

It was **RESOLVED THAT** the GDPR/Data Protection update report be noted and received.

#### 65.5 ESFA – College Financial Statements Review

The Corporation considered the correspondence received from the ESFA (circulated, document May 22/11).

Financial Health            Outstanding

The Chair commented that it reflected how finance was managed and expressed the thanks of the Board for the work that went into delivering the outcome.

The Chair further highlighted the recent structural changes (from 1<sup>st</sup> April) with the ESFA being the funding agency and responsibility for planning now with the Department for Education.

It was **RESOLVED THAT** the ESFA – College Financial Statements Review correspondence be noted and received.

#### 21/66 SAFEGUARDING and PREVENT

##### Safeguarding and Prevent Update Report

The Vice Principal Safeguarding and Pastoral Care presented a Safeguarding Update Report (circulated, document May 22/12).

The report provided detail on a number of aspects:

- Safeguarding Overview
- Operational MDT (Multi-Disciplinary Team)
- Clinical MDT (Multi-Disciplinary Team)
- Local Authority Safeguarding 157 Audit
- Risk Assessment Audit
- Coventry Safeguarding Adults Board
- Safeguarding data
- External referrals
- Staff and Governor Training

There was detailed discussion of the issue that had required engagement with the LADO, including the reasons, processes and that legal advice had been obtained as necessary.

It was **RESOLVED THAT** the Safeguarding Update Report be noted and received.

**21/67 QUALITY and CURRICULUM****Complaints Report – Spring Term**

The Vice Principal Quality and Curriculum presented a report on the Complaints Spring Term 2020/21 (circulated, document May 22/13).

The report summarised the key headline data from complaints received by the College during the Spring term 2021/22

The number of complaints received by the College during the Spring term totalled 1. This was the in line with the previous two years.

Detail was provided.

Comparative data was provided.

It was **RESOLVED THAT** the Complaints Report Spring Term 2021/22 be noted and received.

**21/68 GOVERNANCE****68.1 Report from Search and Governance Committee meeting – 31<sup>st</sup> March 2022**

The Chair presented a report on the meeting of the Search and Governance Committee (circulated, document May22/14).

Business considered had included:

- Vacancies and Recruitment
- Finance and General Purposes Committee

It was confirmed that wording for a potential 'advert' for use on the College social media channels and by Governors amongst their networks had been provided to the Marketing Officer for feedback on its suitability re social networks.

Once finalised Governors were encouraged to use their networks to publicise the Governor role at Hereward.

There had been detailed discussion regarding a possible reintroduction of a Finance and General Purposes Committee

However, the decision had been taken to put any reintroduction of an F&GPC be put on hold in the immediate term.

There were a number of factors that fed in to the decision including:

- Whether the reintroduction of an F&GPC was achievable with the current membership number and skills mix
- There would be additional work for the SLT
- The need for clarity about the benefits of reintroducing an F&GPC and consideration of the associated increase in workload/reporting for the SLT

It was **RESOLVED THAT** the report from Search and Governance Committee meeting be noted and received.

**68.2 Further Education Commissioner Letter – March 2022**

The Chair presented the most recent letter from the FE Commissioner (circulated, document May22/15).

Discussion acknowledged what appeared to be a different 'tone' to the letter from the new FE Commissioner.

It was noted that the letter referred to diversity within the sector and it was confirmed that the Principal intended to develop the College response to this. Initial action involved analysing college data to identify where there may be issues and possible solutions. **PC**

Mr Crick reported that he had recently attended a Black FE Leadership Group (BFELG) event which had included:

The Race Work Charter

The need to consider local data on representation

Benchmark data and use to support the college aspirations/plans/journey

Are policies and procedures fit for purpose and to deliver?

Assessment and recruitment systems

It was **RESOLVED THAT** the Further Education Commissioner letter be noted and received.

**21/69 ANY OTHER BUSINESS**

There was no other business for consideration.

**21/70 DATE OF THE NEXT MEETING**

The date of next meeting was confirmed as Thursday 30<sup>th</sup> June 2022.

**Signed:**

**Chairman**

**Date:**