

Minutes of: CORPORATION

Date: 29th June 2023

Time: 5:00pm

Place: Hybrid, on site (L3.00) and Microsoft Teams



Present:

Mr S Brand		
Mr S Bray		joined from item 22/73
Mr P Cook MBE	(Principal)	
Mr S Crick		
Mr M Crook		
Mrs P Dyson	(Chair)	joined from item 22/73
Mr I Meaton		
Ms N Paterson		joined from item 22/73
Mr C Todd	(Vice Chair, chairing the meeting)	
Ms N Williams		

In attendance:

Mrs R Barnes (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 (Director of Governance)

22/70 APOLOGIES

Apologies for absence were received from Mr M Cumella, Mrs L Miervaldis, and Mr K Sonecha.

22/71 DECLARATIONS OF INTEREST

There were no declarations of interest.

Mr Todd welcomed Mrs Barnes, the newly appointed Vice Principal, Finance and Resources to her first Corporation meeting.

FOR DECISION

22/72 RECOMMENDED CHAIR & GOVERNOR APPOINTMENTS

Members considered the report confirming the recommended appointments (circulated, document June 23/1).

It was confirmed that Governors responded to the report and email, issued on 28th May 2023, **approving** the recommended appointments of three independent governors and three co-opted governors. Subsequently a serving governor resigned, and Mr Cumella accepted the offer to join the Board as an independent governor.

Independent

Mrs P Dyson (and Chair)

Mr S Bray

Ms N Paterson

Mr M Cumella

Co-opted

Ms S Bashir

Dr T Mudd (subsequently withdrew)

It was **RESOLVED THAT** the five new appointees be appointed for a four-year term of office with effect from 29th June 2023.

22/73 MINUTES FROM THE PREVIOUS MEETINGS**73.1 Meeting of 18.05.2023**

The minutes of the meeting (circulated, document June 23/2) held on 18th May 2023 were considered.

It was **RESOLVED THAT**, the minutes of the meeting held on 18th May 2023 be approved.

73.1 Confidential Meeting of 18.05.2023

The minutes of the confidential meeting (circulated, document June 23/3) held on 18th May 2023 were considered.

It was **RESOLVED THAT**, the minutes of the confidential meeting held on 18th May 2023 be approved.

22/74 MATTERS ARISING / ACTIONS FROM THE PREVIOUS MEETING**Matters/Actions Report** (circulated, document June 23/4)**22/50.2 External Governance Review**

The scope for an informal review prior to any external review, with costings, should be considered by the Search and Governance Committee in the first instance.

Update 18.05.23: Continuing

Update 29.06.23: Continuing

Following the appointment of the new Chair, action will be taken to review the membership of the Search and Governance Committee and a meeting scheduled before 31.07.23 **[ACTION]**

YD/S&G

22/63.1 Attendance of a Student Governor

Update 18.05.23: Continuing

Update 29.06.23: Continuing

Prior to an arranged meeting with the learner and supporting staff member to identify and provide required support, the learner concerned indicated that they no longer wish to fulfil the role. Action will be taken to recruit a student governor at the beginning of the 2023/24 academic year.

Discussion

It was suggested and agreed that it would be reasonable to aim for the appointment of a student governor in time for the Corporation meeting in October 2023. Consideration would be given to what could be adapted to the needs of the appointed learner and to support their contribution. It was noted that the appointment was made from within the Student Council. **[ACTION]**

YD/JF

22/57 Any Other Business

In discussion it was highlighted that staff and students had little awareness of the who the Governors were. It was suggested and agreed that photos and pen portraits be developed for publication/display around the campus.

Update 18.05.23: Partially Complete

Update 22.06.23: Continuing

Carried forward. Governors will be provided with the detail provided on the external facing website and requested to personalise it for use internally. Target date 31.07.2023 **[ACTION]**

Govs

22/64.2 Fees Policy

It was agreed that points raised would be followed up by a discussion between the Interim Vice Principal Finance and Resources and Acting Chair outside of the meeting, with the policy updated to reflect any agreed amends.

Update 22.06.23: Continuing

Carried forward. Due to time pressures, it has not been possible to schedule the discussion. This will be scheduled as soon as possible. **[ACTION]**

RB/CT

22/64.3 *HR Policies*64.3.1 *Recognition Agreement*

Use of the Acas acronym – spell out at its first use (on page 3).

Update 22.06.23:

Amendment actioned.

COMPLETE

64.3.2 *Staff Disciplinary Procedure*

Interchangeable use of the terms 'agency worker' or 'agency employee'. It was suggested that this be one or the other.

Update 22.06.23:

Amendment actioned.

COMPLETE

Discussion

The Director of Governance to review published policies to confirm.

[ACTION]

YD

22/65 *Safeguarding and Prevent*

It was requested that future reports provide clarity relating to if the report referred to college staff. This was agreed.

Update 22.06.23:

COMPLETE

22/66 *Finance & Resources*66.1 *Monthly Management Accounts*

It was noted that some of the detail was incorrect and that this had updated in either the issue of the P9 Monthly Management Accounts (published to the Portal 16th May 2023) or in a revised version of the P8 Monthly Management Accounts subsequent to the meeting.

Update 22.06.23:

Revised P8 Monthly Management Accounts published to the Portal 22nd May 2023 COMPLETE

66.2 *GDPR Spring Term Update*

Mapping of the learner journey – could the timescale for completing this be assessed before the next report.

This was agreed.

Update 22.06.23: Continuing.

Carried forward. The next meeting of the GDPR group is scheduled for 6th July 2023.

[ACTION]

RB

66.3 *ESFA – College Financial Statements Review*

It was suggested that investment be considered as part of the Strategy Event that would be scheduled for the autumn term as there was a need to generate a sustainable surplus.

Update 22.06.23: Carried forward.

[ACTION]

SLT

22/68 *Any Other Business*68.2 *External Audit Service*

Murray Smith LLP be appointed as the External Audit Service for a three-year contract, subject to annual review, with effect from 1st June 2023.

Update 22.06.23:

Engagement letter had been provided by Murray Smith. Representatives attended the Audit Committee meeting on 19th June 2023. External Audit plan for year-ended 31.07.23 is presented at agenda item 6.2

COMPLETE

It was **RESOLVED THAT** update report on actions from the previous meeting be noted and received.

22/75 FINANCE & RESOURCES**75.1 Draft Budget 2023/24 and Three-Year Financial Plan**

The Vice Principal Finance and Resources reported on the Budget 2023/24 and Three-Year Financial Plan (circulated, document June 23/5).

It was noted that the budget had been prepared by the Interim Vice Principal Finance and Resources, following detailed discussions with other members of the SLT.

The proposed budget included the following:

Summary detailing

- Income based on an assumed number of students.
- Percentage increase in fees for new and returning students, the increasing cost to LAs had been held to 0.9% for an average Day Learner
- Operating surplus
- Pay award from September 2023
- Agency costs
- Non-pay costs of note
- Exclusion of adjustments for FRS102

Specific detail of

- Income (student numbers / average fees / fee income / AEB / other)
- Pay
- Non-Pay
- Income statement
- Cashflow and Balance Sheet

Discussion points

Agreeing the budget was the leading agenda item for this meeting.

Student numbers?

It was confirmed that these were based on market analysis to provide an intelligent estimate.

Residential numbers growth – intentional or unintentional?

It was confirmed that growth was always under consideration, but funding of the provision was an issue. Respite modelling was also under review. The intent was to grow the provision if possible but in a slow and safe manner.

Agreed levels of funding compared to previous year.

It was reported the position was favourable in comparison to last year and that negotiations continued with LAs.

Number of residential learners required for a breakeven position was queried.

This detail was provided.

It was noted that it was the annual norm not to have confirmed numbers at this point as LAs were still in the process of agreeing funding.

The possibility of challenge when increasing rates versus a strong balance sheet was raised.

This was acknowledged, and that there was a tension between fees and achieving required learner numbers. However, the College had secured a % increase from the LA without being subject to the same process as ISPs. The LA considered the increase to be reasonable.

It was commented that it was a reasonable and prudent budget, but the ability to achieve a 5% increase was questioned.

It was commented that the LAs required the College to meet needs with regard to placements and that this provided for a strong pricing position.

The previous points made were agreed with, but it was noted that the strong balance sheet was based on reserves and that if the college were to invest the position would be different. It was advocated that from a commercial position small surpluses could create pressure, and this could support the case for future increases for investment.

The number of weeks provision stated was queried.
It was acknowledged that some 50-week provision had been funding this academic year.

The position of being underfunded for Element 2 was raised.
It was reported that this continued to be an area for negotiation with the LA, and discussions had highlighted the need for this funding in order to support growth. It was hoped that a more accurate reflection would be possible in the autumn, with allocated places better matching growth.

Gas and electricity fees and use of a broker was queried.
It was reported that the gas contract had been agreed subsequent to the distribution of the report (the electricity contract having already been renewed) and that a third party had been used.

It was **RESOLVED THAT**

- i. recognising the constraints under which the budget 2023/24 had been developed that it be approved;
- ii. a revised budget 2023/24 be presented in the autumn term 2023/24 when more accurate data was known on which to provide more detail.

[ACTION]

RB

75.2 Audit Services

75.2.1 External Audit Plan year-ended 31st July 2023

The Vice Principal Finance and Resources presented the External Audit Plan year-ended 31st July 2023 (circulated, document June 23/6).

It was confirmed that there was nothing unusual in the plan and the fee was in line with the tender documentation. The work was scheduled to begin week commencing 2nd October with preparatory work completed by the College throughout the summer and September.

The plan had been reviewed and discussed in detail at the Audit Committee meeting held on 19th June 2023 and was **recommended for approval**.

75.2.2 ICCA-ETS Internal Audit Plan 2023/24

The Vice Principal Finance and Resources presented the ICCA-ETS Internal Audit Plan 2023/24 (circulated, document June 23/6).

The proposed plan was discussed in detail at the Audit Committee meeting held on 19th June 2023 (please see report on the meeting of the Audit Committee) and additional work was completed in reviewing and developing the plan. A revised plan was issued to Audit Committee members and was **recommended for approval**.

It was **RESOLVED THAT**

- i. the RSM External Plan year-ended 31st July 2022 be approved;
- ii. the ICCA-ETS Internal Audit Plan 2023/24 be approved.

22/76 POLICIES/STRATEGIES**76.1 Finance & Resources (circulated, document June 23/7)**

The following policies had been reviewed:

1. LGPS Discretionary Policy

No amendments.

2. Administration of 16 – 24 Bursaries

Updated to reflect provision for employer partners to be reimbursed for meals provided to eligible interns, up to the value of a free College meal.

The following policies had been reviewed by the Audit Committee and were **recommended for Corporation approval**:

3. Finance Regulations

Amended following reclassification to allow for Managing Public Money.

4. Business Continuity Plan

Amends to job titles and additional exemplar guidance.

Discussion points

Administration of 16 – 24 Bursaries

The household income set as £30k, was queried and if this needed review/revision given escalating costs / inflation.

It was agreed that this would be kept under consideration when the policy was exercised / applied to avoid disadvantage.

Finance Regulations

A typographical error was identified on page 8.

Business Continuity Plan

The risk of failure of IT and/or telecom systems including cybersecurity threats being assessed as medium was queried. It was suggested that this was in fact high risk.

This was agreed.

[ACTION]

SLT

Business Impact Assessment – Critical Buildings, the stipulated number of weeks was queried.

It was agreed that this would be revised.

[ACTION]

SLT

It was **RESOLVED THAT** subject to the identified amendments the policies, as listed, be approved.

76.2 Quality & Curriculum (circulated, document June 23/8)

The following policy had been reviewed:

1. Behaviour Management and Disciplinary Policy and Procedures

No amends. Comprehensively reviewed last academic year.

The following strategies/policies had been reviewed by the Quality & Standards Committee and were **recommended for Corporation approval**:

2. Quality Improvement Strategy 2023/24, Quality Improvement Cycle 2023/24; Quality of Education (Observations) Framework 2023/24

Proposed changes for 2023/24 are highlighted.

- The format of the Quality Strategy document has been reviewed and revised to provide a more accessible document.
- The Quality Improvement Cycle has been updated for the forthcoming academic year.
- The Quality of Education Framework has been re-evaluated against the Education Inspection Framework and the recent Ofsted report.

3. *Equality, Diversity and Inclusion Objectives*

The report contained a progress update for the actions and developments in place to meet the EDI objectives. These objectives had been cross-referenced with the QuIP. There were common themes that appeared in both, for example the need to improve the skills of staff in working with learners with complex needs. The objectives continued to match the strategic direction of the College and it was proposed that they are retained for the new academic year 2023/24.

It was **RESOLVED THAT** the strategies/policies, as listed, be approved.

76.3 **Safeguarding & Pastoral Care (circulated, document June 23/9)**

The following strategies/policies had been reviewed by the Quality & Standards Committee and were **recommended for Corporation approval**:

Learner Involvement Strategy and Learner Voice Activities Cycle 2023/24

- the strategy had new inclusions highlighted in yellow (page 7)
- the activities cycle was updated for the forthcoming year.

It was commented that the Quality and Standards Committee noted the detail provided on learner involvement and the assurance that this provided.

It was **RESOLVED THAT** the Learner Involvement Strategy and Learner Voice Activities Cycle 2023/24 be approved.

22/77 **GOVERNANCE**

Proposed Corporation Meeting Dates & Business Cycle 2023/24, Corporation and Committee Membership June 2023 (circulated, document June 23/10).

- The proposed dates for the six Corporation meetings in 2023/24 were provided.
- The schedule of meetings from 2023/24 for the Audit Committee and Quality and Standards Committee had been maintained. The dates were provided.
- The business cycle provided a 'minimum outline of business to be considered'.
- The Corporation and Committee membership as of 29th June 2023

It was **RESOLVED THAT**

- i. the proposed schedule of Corporation and Committee meetings for 2023/24 be approved;
- ii. the indicative business Cycle for 2023/24 be approved.

FOR INFORMATION

22/78 **STANDING AGENDA ITEMS**

78.1 Principal's Report

The Principal provided a summary report of developments and issues (circulated, document June 23/11).

The report provided detail on:

- Ofsted inspection, including detail of the communication of the outcome.
- Strategic Plan update
- Whitbread / Premier Inn update
- Staff Celebration

Discussion points included:

Ofsted

Communications relating the inspection outcome appeared well planned.

The achievement in the context of learner growth, COVID< retention and recruitment was acknowledged and emphasised.

Whitbread / Premier Inn update

It was commented that an extraordinary relationship was developing. It was questioned how well the College was set to meet the demands of the developments.

It was reported that there had been a significant focus on Ofsted but that work on developments had continued, and would do so over the summer, with the intent to provide more detail early in the autumn term.

It was noted that this presented interesting and exciting opportunities but there was a need to retain a focus on the core provision.

Celebration – it was confirmed that Governors were invited to the half day event on 31.08.2023.

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

78.2 QuIP 2022/23

The Vice Principal Quality and Curriculum reported on updates against the Quality Improvement Plan (circulated, document June 23/12).

Additions were highlighted in amber. It was emphasised that it was an iterative document that developed throughout the academic year. Detail from the recent Ofsted inspection had been included in the impact. The next iteration of the report would be to close it out and identify any points that would be carried forward into 2023/24.

It was **RESOLVED THAT** the update against the Quality Improvement Plan (QuIP) 2022/23 be noted and received.

78.3 Student Numbers

The Vice Principal Quality and Curriculum presented the report on the Student Numbers (circulated, document June 23/13).

There was a slight increase in applications year on year.

It was **RESOLVED THAT** the report on Student Numbers be noted and received.

78.4 Data Dashboard 2022/23

The Data Dashboard was considered (circulated, document June 23/14).

The following points were highlighted:

Improving Learning, Teaching and Assessment (ILTA)

End of year outturn would feed into the targets for next year.

Discussion:

Feedback on attendance resulting from Ofsted inspection.

It was reported that in the calculation of learner attendance rates Ofsted included sickness where the College did not, particularly where the absence was linked to a learners' disability. It was suggested that both would be reported next year.

Delivering Responsibilities in Partnership

Face to face safeguarding training was 99%

Online safeguarding training was 100%

Making the Most of College Resources

Staff Appraisal rate had increased.

Discussion:

Annual cycle – timescale?

It was confirmed that completion should be by the end of the academic year, but this was impacted by long term sickness absence.

It was noted that the end of year outturn would be reported in October and that this would inform discussions on targets / indicators for the 2023/24 academic year.

It was **RESOLVED THAT** the Data Dashboard 2022/23 update report be noted and received.

22/79 STRATEGY

Strategic Plan – Development Plan Update

The Principal provided an update against the Strategic Plan Development Plan (circulated, document June 23/15).

It was reported that the delivery plan contained 21 objectives highlighted in the strategic plan and collectively provided 101 performance indicators/outcomes that chart the progress of the objectives up to the start of the academic year 2023/24. Substantial progress had been made on the vast majority of objectives. The central themes of the creation of outstanding provision and outstanding learner behaviour management had been met whilst maintaining outstanding financial health.

Supported apprenticeships and work relating to CQC inspection were highlighted as areas for further development.

Discussion points included:

It was queried if there should be a standing agenda item for reporting on the quality of care, or if this should be considered as part of the external governance review.

Mr Bray was invited to comment / contribute on the parameters for such reporting.

How would a new Strategic Plan be developed with reference to existing Strategic Plan, Ofsted Inspection and the planned Strategy Event (autumn term).

It was reported that it was intended that the process would be similar to that followed previously, allowing for reflection on the position with regard to quality, what is required to maintain the standard of provision assessed as outstanding and the resources required to deliver what was wanted.

It was anticipated that this would include the quality of resources for learners, further consideration of skills and employability, increased paid employment outcomes and required innovation.

It was commented that this would need to be considered /tracked against investment plans / use of capital / accommodation strategy.

This was agreed and that all areas of the campus requiring improvement would be considered.

It was **RESOLVED THAT** the update Strategic Plan Development Plan be noted and received.

22/80 QUALITY & CURRICULUM

80.1 Quality & Standards Committee Meeting, 21st June 2023

The Chairman of the Quality & Standards Committee presented the report on the meeting of the committee held on 21st June 2023 (circulated, document June 23/16).

It was **RESOLVED THAT** the update report on the Quality & Standards Committee meeting 21st June 2023 be noted and received.

80.2 Internal Quality Review 2022/23

The Vice Principal Quality and Curriculum presented the report on the Internal Quality Review 2022/23 (circulated, document June 23/17).

The report had been considered at the Quality & Standards Committee.

This report provided a summary of key judgments from four Pathways (Explorer, Foundation, Discovery and Functional Skills) plus Aspire and summary comments from Ofsted report.

The key areas for improvement and development would form the basis of the Self-Assessment reports for each Pathway and the College's overarching Quality Improvement Plan would chart progress made against them throughout the academic year.

It was **RESOLVED THAT** the report on the Internal Quality Review 2022/23 be noted and received.

22/81 FINANCE & RESOURCES

81.1 Audit Committee Meeting, 19th June 2023

The Chairman of the Audit Committee presented the report on the meeting of the committee held on 19th June 2023 (circulated, document June 23/18).

Attention was drawn to:

- development of the Internal Audit Service (IAS) Plan had included the suggestion that there be a review of how well the college finance department supports the wider college. The SLT would consider this.
- Risk Management - increase in residual risk assessment relating to the *'provision of fit for purpose IT systems and services, limiting College productivity & increasing the risk of Cyber-attacks & data breaches'*, in acknowledgement of continued inherent risk.
- Fraud Report – it was suggested that there was significant risks posed by phishing scams and that consideration should be given to the regular use of spoof phishing email withing college.it was acknowledged that this would need to be communicated properly to staff, emphasising that the intent was not to cause alarm or distress, but to heighten awareness, protect the college and individuals and to identify were there was a potential need for training.

Discussion

The use of phishing emails and appropriate communication would be considered.

It was further suggested that an external provider be engaged to support the use of phishing emails.

The support provided to the staff involved in the fraud incident was noted.

It was **RESOLVED THAT**

- i. the SLT consider the use of phishing emails if appropriate;
- ii. the update report on the Audit Committee meeting 19th June 2023 be noted and received.

SLT

81.2 RSM Resignation as External Auditors

Members considered a report on the resignation of the previous external auditors, RSM (circulated, document June 23/19).

The report confirmed compliance with the provisions of paragraph 28 of the Post 16 Audit Code of Practice. The Audit Committee considered this report at its meeting on 19th June 2023.

It was also confirmed that the ESFA had been notified as required.

It was **RESOLVED THAT** the report on the resignation of RSM as external auditors be noted and received.

81.3 Monthly Management Accounts, Month 10

The Vice Principal Finance and Resources presented the Monthly Management Accounts for Month 10 (circulated, document June 23/20).

Detail of key issues included:

- The Financial health assessment
- The cash balance at the end of the period
- Banking covenants are forecast to be met
- Forecast and surplus
- Key risks and issues which could affect the year-end position, and the following budget. Detail was provided.
- Capital spend

It was **RESOLVED THAT** the Monthly Management Accounts, Month 10, be noted and received.

22/82 SAFEGUARDING & PREVENT

82.1 Safeguarding & Prevent Update Report

The Safeguarding Update Report was considered (circulated, document June 23/21).

The report provided detail on a number of aspects:

- Safeguarding Overview
- Operational MDT (Multi-Disciplinary Team)
- Clinical MDT (Multi-Disciplinary Team)
- Safeguarding Training for Premier Inn
- Safeguarding Postcard
- Keeping Children Safe in Education 2023
- Safeguarding data
- External referrals
- Staff and Governor Training

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

82.2 Learner Feedback

The Learner Feedback Report was considered (circulated, document June 23/22).

The report had been considered at the Quality & Standards Committee.

The report contained:

- detail of learner leadership activities completed in the summer term, including the Peer Support Team and Student Council
- the LOOP report 2022/23
- summary of the highest and lowest rated areas of provision

It was commented that it was a rich report.

It was **RESOLVED THAT** the Learner Feedback Report be noted and received.

22/83 ANY OTHER BUSINESS

It was noted that it had been a busy week at College with celebratory events for the end of the academic year.

22/84 DATE OF THE NEXT MEETING

The date of next meeting was confirmed as Thursday 12th October 2023.