

Minutes of: CORPORATION

Date: 12th October 2023

Time: 5:30pm

Place: Hybrid Meeting



Present:

Mr S Brand	
Mr S Bray	
Mr P Cook MBE	(Principal)
Mr S Crick	
Mr M Cumella	
Mrs P Dyson	(Chair)
Mr I Meaton	
Ms L Miervaldis	
Ms N Paterson	
Mr K Sonecha	
Mr C Todd	(Vice Chair)
Ms N Williams	

In attendance:

Mrs R Barnes	(Vice Principal, Finance and Resources)
Ms J Ferguson	(Vice Principal, Safeguarding and Pastoral Care)
Ms R Herbert	(Vice Principal, Quality and Curriculum)
Mrs Y Doherty	(Director of Governance)

23/01 APOLOGIES

Apologies for absence were received from Mr M Crook.

23/02 DECLARATIONS OF INTEREST

There were no declarations of interest.

23/03 MINUTES FROM THE PREVIOUS MEETINGS

3.1 Minutes from the meeting held on 29th June 2023

The minutes of the meeting (circulated, document Oct 23/1) held on 29th June 2023 were considered.

It was **RESOLVED THAT** the minutes of the meeting held on 29th June 2023 be approved.

23/04 MATTERS ARISING / ACTIONS

Matters/Actions Report (circulated, document Oct 23/2)

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

Update 12.10.23:

Update to be provided at meeting on 12.10.23, agenda item 9.1.

COMPLETE

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

Update 12.10.23:

A recruitment campaign is underway to appoint a student governor, students have been informed through briefings and lessons about the opportunities currently available within the student council. The next stage in the process is to receive nominees and work towards an election.

Carry Forward.

[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

Update 12.10.23:

This continues, not all governors have responded. Those governors yet to provide any additional information / confirm use of what is in place, will be contacted in October.

Carry Forward.

[ACTION]

YD /
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

Update 12.10.23

Meeting scheduled for 19.10.23

[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

Update 12.10.23

Recognition Agreement:

The policy has been amended so the first use of the ACAS acronym includes the full title of the organisation.

COMPLETE

Staff Disciplinary Policy

The use of 'agency worker' (not employee) has been adopted in the policy.

COMPLETE

22/66 Finance & Resources

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

Update 12.10.23

The planned meeting was postponed for operational reasons. Meetings for 2023/24 TBC.

Carry Forward.

[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

Update 12.10.23

Finances discussed as part of the Strategy Event

COMPLETE

22/75 Finance & Resources

Draft Budget 2023/24 and Three-Year Financial Plan

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

Update 12.10.23:

Revised budget to be presented at meeting 12.10.23, agenda item 7.1.

COMPLETE

22/76 Policies / Strategies

• *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]

Update 12.10.23:

This has been amended to high risk.

COMPLETE

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

It was agreed that this would be revised.

[ACTION]

Update 12.10.23:

This has been amended to match with the extended provision.

COMPLETE

22/81 Finance & Resources

81.1 Audit Committee Meeting, 19th June 2023

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 within 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 where there was a potential need for training.

The SLT consider the use of phishing emails if appropriate.

[ACTION]

SLT

Update 12.10.23:

The use of phishing emails would commence in the autumn term, and outcomes reported.

COMPLETE

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

23/05 **STANDING AGENDA ITEMS**

5.1 Principal's Report

The Principal presented a report providing a general update on matters not covered in other reports (circulated, document Oct 23/3).

Detail was provided on

- Whitbread / Premier Inn
- Start of term: learner cohorts, staffing.
- Partnerships
- Reinforced Autoclaved Aerated Concrete (RAAC)

Points highlighted included:

- the College continued with the temporary to permanent strategy to secure high quality permanent support staff, however there had been some inconsistencies with the quality of agency staff. Increased management oversight of agency staff had been introduced to address / eliminate quality issues.
- the College had completed surveys for the Department of Education confirming that there was no RAAC within any buildings on the site.

Discussion points:

RAAC – was there a construction risk (reference a specific point in the report)

It was confirmed that there was no construction risk, as no RAAC had been identified.

Thanks were expressed for the assurance regarding RAAC, and the update on developments with partner employers was welcome.

Agency staff – were there any reasons / trends related to the inconsistencies?

It was reported that there had been regular inconsistency and that it required management.

Following review there was more confidence with regard to the required standards.

Conversely the 'temp to perm' strategy had resulted in good staff.

What had been the impact of increased management oversight?

The need for increased management of agency staff had not been ideal, and new monitoring systems for financial impact supported closer management.

Was the College satisfied with the financial arrangements associated with the 'temp to perm' strategy e.g., market comparison.

This was confirmed, however, there needed to be recognition that as an organisation the College had little bargaining power, and the use of agency staff had allowed the college to remain open to all learners. It was hoped that the issues would abate, or that increased management oversight would mitigate the financial and quality impact.

It was commented that remaining open to all learners would assist relationships with the funders.

In terms of the impact regarding quality, was there any risk to funding?

It was reported that the situation was unlikely to affect funding claims.

Where there were issues of quality this was addressed by the curriculum teams and training was put in place for those staff who were 'temp to perm'.

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

5.2 Quality Improvement Plan 2022/23

The Vice Principal Quality and Curriculum presented a report on the Quality Improvement Plan (QuIP) 2022/23 (circulated, document Oct 23/4), confirming that a recent update had been considered in detail by the Quality and Standards Committee.

It was confirmed that updates were highlighted in amber, with actions not closed out likely to be carried forward to the 2023/24.

Discussion points

page 16

'92% of learners state that they get enough feedback from their teachers' – what of the other 8%?

It was reported that this related to approximately 10 learners in total, who were subject to intensive support on a 1:1 basis. Any issues were addressed by the Curriculum Manager to ensure future satisfaction.

It was acknowledged that this was therefore a small percentage of a small number.

It was **RESOLVED THAT** the Quality Improvement Plan 2022/23 update report be noted and received.

5.3 Student Numbers

The Vice Principal Quality and Curriculum presented a report on the Student Numbers (circulated, document Oct 23/5).

It was emphasised that this was an early report, which included the number of applications received to date.

Discussion points

Was this a greater number than usual or just earlier applications?

It was confirmed that sources were tracked, and this position appeared to be that they were received from the usual feeder schools the college worked with. It could be that the schools were actioning the applications earlier, so this would need to be monitored to determine if it was growth. The recent Ofsted report could also be a factor. It was difficult to draw any conclusions this early.

It was suggested that it was worth noting that good practice had achieved growth in numbers.

The maximum capacity to safely deliver the quality provision was queried.

This was confirmed as 342 learners on the current estate.

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

5.4 Strategy Event 12.10.23

The Chair provided a verbal summary of the Strategy Event that had taken place prior to the Board meeting (beginning at 12 noon).

The event had included an opportunity to meet with the Peer Support Team which had been very interesting. The SLT and a number of senior managers had provided an overview of the Strategic Plan, with the included figures evidencing the progress that had been made.

The governors had split into three focus groups looking at:

- Organic Growth
- Financing any new build initiatives
- Commercial opportunities.

The contributions from the discussions had been very helpful in informing potential future strategies/actions.

The Principal would now pull together the outcomes from the event and report to the next meeting of the Board (December 2023).

The Principal reiterated his thanks to the Governors who had been able to attend the event and for their contributions.

It was **RESOLVED THAT** the summary of the Strategy Event be noted and received.

FOR DECISION

23/06 KPI Data Dashboards – Final Position 2022/23 and Proposed KPIs for 2023/24

A report on the final performance against the Data Dashboard 2022/23 and proposed revisions for 2023/24 was considered (circulated, document Oct 23/6).

Discussion points on final position:

- Improving Teaching Learning and Assessment (ILTA):

% of teachers and managers with level 4 SEN qualifications - performance indicates the RAG rating should be Green (not Amber)

% teachers observed – performance of 97% against a target of 100%. How was this calculated?

This was calculated by using number of observations completed as part of the IQR process.

If performance was 97% (against 100% target) was this a risk or just the impact of staff turnover?

It was reported that performance had been impacted in the 2022/23 year by long-sickness, and the 3% difference related to one member of staff.

% of staff (teachers and support staff) with a specialist SEN qualification – below target both RAG rated Amber

It was reported that this could be for a variety of reasons including staff that would work towards it after appointment. At the point of recruitment, a requisite skills set was required.

- Working in Learner-Centred Structures (WILCS)

EHCP reviews:

Completion of annual reviews – target of 100% performance of 92% RAG rating was Red.

Completion of review for learners in final year – target of 100% performance of 100% RAG rating was Green.

Discussion confirmed that it was intended that all learners have a review in their final year at college but that the number and need to align this with a Prospects (career advice) review made it a challenging target.

There was discussion of who was responsible for ensuring the completion of EHCP reviews and if the target created too much challenge for the college.

It was suggested that there was a balance needed as to reduce the target could result in a decline in performance.

It was commented that while perhaps it wasn't a performance target it was important reputationally and for the Board to see.

It was advocated that target was correct as an EHCP review was a legal requirement. The College co-ordinated this as far as possible but achievement could be impacted for a variety of reasons e.g., the engagement of other parties to the process.

It was commented that the target would remain at 100%.

General

In terms of reporting, if factors are excluded, e.g., long-term sickness, does this give the true picture?

Would it be better to provide the data as known and provide commentary / explanation in a covering report?

Proposals for 2023/24

The proposed amends for 2023/24 were noted, and the following points made:

- Delivering Responsibilities in Partnerships (DRIP):
- **% of staff with current classroom based safeguarding training** to be changed from 100% to 95% to account for the time lag in staff getting to a classroom session. The organisation is procedurally covered by the fact that online training is delivered at induction and will remain at 100%.

It was noted that completion of classroom and online training data was reported.

It was highlighted that there was rolling programme of delivery of the classroom training.

- Adjustment to the target for **paid employment % of those learners who have employment as a recognised and realistic destination** from 20% to 35%

This was welcomed.

Making the Most of College Resources (MMCR):

- Adjustment of KPI – staff appraisal rate from 100% to 97% to take account of the effect of sickness and long-term sickness on appraisal completion figures.

Appraisal for temporary staff was raised and the need for an annualised attrition rate, to understand how many staff leave.

It was suggested that staff turnover was included in the HR reports.

It was countered that the attrition rate could be included on the dashboard.

It was advocated that it was a key indicator and as such should be.

It was clarified that this would be different to the voluntary turnover data provided.

It was highlighted that the voluntary turnover data was reported monthly and that an annual figure was important.

It was stated that it was important not to duplicate what was already provided.

It was proposed that it was important for this data to be on the dashboard as there would be nuances regarding what was voluntary and non-voluntary turnover e.g., failure to pass probation.

It was further suggested that turnover rate and potential impact on delivery was also key.

It was commented monitoring of data around staffing / retention / agency would allow the college to track the level of permanency, identify gaps, and model permanency against need / expectations.

It was suggested that the content of the HR reporting should be reviewed to determine what was important / pertinent.

[ACTION]

SLT

It was remarked that the current data included a range of Performance Indicators and Key Performance Indicators. Performance Indicators provided assurance. Key Performance Indicators required monitoring.

It was suggested that a further review of the KPIs be completed.

[ACTION]

SLT

It was **RESOLVED THAT**

- i. the final performance against the Data Dashboard 2022/23 be noted and received.
- ii. the proposed KPI Data Dashboards 2023/24 be approved, subject to any further amends.

23/07 FINANCE and RESOURCES

7.1 Revised Budget 2023/24

The Vice Principal Finance and Resources reported on the Revised Budget 2023/24 (circulated, document Oct 23/7).

The following points were highlighted:

- Income based on assumed learner numbers
- Expenditure
- The anticipated value and % of operating surplus
- The financial health grade
- Bank covenants were forecast to be met
- Three-year plan figures for 2024/25 and 2025/26 were included

Other points of note:

- Confirmed student numbers and allocations across pathways
- Increased income, fees, and staff costs
- Proposed pay offer, in line with AoC guidance
- A comparison of the revised budget, Oct 23, against the budget approved in June 23 was provided

Points of discussion included:

Decline in AEB income?

It was explained that the college had outperformed against allocation in 2022/23, and that over provision would be funded. The budget for 2023/24 adopted a prudent approach by aligning with the allocation.

Element 2 – 300 funded places – did this need further consideration as student numbers were above this?

It was confirmed that this had been discussed and the LA had been lobbied. Future correspondence was planned to confirm that learner numbers were consistently at approximately 320 and seeking an increase to the current funded places.

It was emphasised that the LA was supportive of the college and had provided growth however there was a need to be mindful of the position of the LA.

Allocation of funds for strategic development activities

It was reported that there may be a need to invest in the college infrastructure and that there was a 'placeholder' to allow flexibility in the budget.

Proposed Pay Award

Staff costs were 74% of income. Would this be paid to all staff, and would there be any impact re agency staff?

It was reported that this was intended to be a flat award to all staff.

Agency rates were agreed with the agency, but a 2% inflationary increase was factored in.

It was confirmed that the college was reviewing the position with agencies, however, it was not in a strong bargaining position.

It was queried if what was paid impacted quality.

It was commented that the college would only pay what the agency charged.

It was reported that the majority of agency staff were employed in support roles.

It was queried that if the college were to increase pay would this attract people to permanent roles and reduce the need for agency staff.

It was confirmed that the rate of pay had been benchmarked.

Detail of the recruitment issues being experienced was requested.

It was reported that the issues were the same as for other sectors; there were more vacancies than before Brexit / COVID and in particular roles e.g., hospitality and classroom support.

The progress made with the 'temp to perm' strategy evidenced that the college was attractive as an organisation, without this there may have been a need to restrict learner numbers.

The college was positive in terms of culture and there had been developments to support people to apply for roles, e.g., new HR system, the ability to apply electronically using a variety of devices.

It was commented that the discussion was becoming operational and that the provision for agency costs in the budget was not significant in comparison to the size of the total pay budget.

It was noted that recruitment to learning support roles was a national issue and it was queried if it would be of benefit for the college to consider a 'recommendation scheme' to incentivise staff.

A healthy surplus was forecast could this be utilised to invest in staff welfare / wellbeing, not necessarily a direct pay award or non-consolidated payment?

It was queried if this was premature considering discussions regarding future strategic developments.

It was suggested that staff welfare / wellbeing had an impact on service delivery: quality / performance.

It was reported that this had been addressed in the report with the proposal of an additional non-consolidated payment, subject to affordability. It was advocated that this should be considered in light of staff welfare given the continuing cost of living crisis.

It was **RESOLVED THAT**

- i. the revised budget for 2023/24 be approved.
- ii. the proposed pay award, backdated to 1st September 2023, be approved.

8.2 Strategic Risk Register 2023/24

The Vice Principal presented the revised Strategic Risk Register 2023/24 (circulated, document Oct 23/8).

It was confirmed that the register had been considered in detail at the meeting of the Audit Committee on 25th September 2023.

Updates included:

- there had been minimal changes necessary to residual risk levels since the last review in June 2023;
- the actions list had been updated to include progress, as well as any revised target dates and new actions that had been identified;
- further action updates, with 5 remaining actions either ongoing (4) or partially complete (1);
- an increase in the residual risk scores of two risks, both risks moving from Housekeeping to Contingency due to early challenges experienced at the beginning of term.

It was **RESOLVED THAT** the Strategic Risk Register 2023/24 be approved.

23/08 POLICIES

8.1 Health and Safety Policy

The Principal presented the reviewed Health and Safety policy (circulated, document Oct 23/9).

There were relatively few, minor, amendments which were highlighted for ease of identification.

It was **RESOLVED THAT** the Health and Safety Policy 2023/24 be approved.

8.2 Finance and Resources

The Vice Principal Finance and Resources presented the following policies (circulated, document Oct 23/10).

8.2.1 Data Protection Policy

The policy was last reviewed in November 2022. A small number of minor amendments had been made (using tracked changes) primarily reflecting a change in role title and a move to gender neutral language.

Discussion points

It was suggested that the used of gender-neutral language be further reviewed. As a result of discussion, the use of terminology 'an individual' was suggested and agreed. **[ACTION]**

RB

It was **RESOLVED THAT**, subject to the agreed amendment, the Data Protection Policy be approved.

Reviewed by the Audit Committee and RECOMMENDED FOR APPROVAL:

8.2.2 Anti-Fraud Policy

The policy was last reviewed in November 2022. A small number of minor amendments had been made (using tracked changes) to correct omissions and a reference made to the Financial Regulations, noting the amendments did not change the overarching principles and procedures contained within the policy.

It was **RESOLVED THAT** the Anti-Fraud Policy be approved.

8.2.3 Risk Management Policy

The policy was last reviewed in November 2022. No further amendments were required at this time.

It was **RESOLVED THAT** the Risk Management Policy be approved.

8.3 *Safeguarding and Prevent*

8.3.1 *Safeguarding Policy*

The Vice Principal Safeguarding and Pastoral Care presented the Safeguarding Policy (circulated, document Oct 23/11).

- Throughout the document the date is adjusted to reflect the KCSIE 2023 version and a change in name of the safeguarding governor.
- Updates had been made to the following areas:
 - 14. Site security
 - 25. Young People Missing from Education
 - 27. Young people who go missing from Home or Care
 - 28.1 Digital Safety
 - 28.3 Bullying
 - 28.5 Searching, Screening and Confiscation

The changes were highlighted in the policy, for ease of reference.

Discussion points

para 2.5, name of Designated Safeguarding Lead required amendment.

[ACTION]

JF

It was **RESOLVED THAT**, subject to this amendment the Safeguarding Policy be approved.

8.3.2 *Prevent Strategy and Prevent Duty Risk Assessment/Action Plan*

The Vice Principal Safeguarding and Pastoral Care presented the Prevent Strategy and Prevent Duty Risk Assessment/Action Plan (circulated, document Oct 23/12).

It was highlighted that the documents had been amended to include:

- updated national and local context
- update of further reading

The changes were highlighted for ease of reference.

It was **RESOLVED THAT** the Prevent Strategy and Prevent Duty Risk Assessment/Action Plan be approved.

8.4 *Quality and Curriculum*

The Vice Quality and Curriculum presented the following policies (circulated, document Oct 23/13).

8.4.1 *Complaints Policy*

It was confirmed that there was one single proposed change for this year, highlighted in yellow.

It was **RESOLVED THAT** the Complaints Policy be approved.

8.4.2 *Equality Policy*

It was confirmed that there were no proposed changes for 2023/24.

It was **RESOLVED THAT** the Equality Policy be approved.

Discussion points

It was queried if there were separate policies applicable to the residential provision.

It was confirmed that a number of the policies were applicable to both day and residential learners, and that there were additional policies were required for the residential provision, e.g., duty of candour.

23/09 GOVERNANCE

9.1 External Governance Review

The Chair provided a verbal report on the position regarding the commissioning of the External Governance Review.

- The Search and Governance Committee had met on 31.07.23 and 11.10.23;
- A number of potential providers had been considered;
- A shortlist of five was agreed, and approaches were made to ascertain interest / availability to deliver the EGR;
- Three responses were received;
- Two providers were interviewed on 11.10.23;

The Search and Governance Committee was **recommending the appointment** of Shirley Collier to complete the External Governance Review.

Other members of the Search and Governance Committee were invited to provide detail / comment. It was reported that:

- it had been a thorough process
- both providers would have been able to deliver the External Governance Review
- there had been confidence in the recommended appointee to establish the required relationships;
- there was very much a focus on developing the correct scope as this would also be important in achieving future strategic plans.

It was commented that this could be seen as another layer of regulation.

This was countered with the suggestion that the spirit of the process could be about how the Board / Governors could improve.

It was **RESOLVED THAT** the recommended appointment of Shirley Collier to complete the External Governance Review be approved.

9.2 Corporation Self-Assessment 2022/23

The Chair presented a report on the Corporation Self-Assessment 2022/23 (circulated, document Oct 23/14).

It was commented that this linked into the External Governance Review.

Highlights included:

- 11 Governors of a possible 13 (85%) responded
- Not all questions had been answered by all respondents
- The Audit Committee and Quality and Standards Committee also completed separate self-assessment processes
- Areas for potential / immediate development at Committee level were detailed
- Areas for potential / immediate development at Corporation level were detailed
- Of particular note were:
 - Student representation at Board
 - Advance notice of points / queries ahead of meetings from those unable to attend

Discussion points

It was commented that every member had a valuable contribution to make and although included in the responses was a comment about a 'board within a board' – it was advocated that this was not specific to Hereward.

It was recognised that Governors were volunteers and that other commitment such as employment could impact. It was suggested that the EGR, and potential recommendations, could be used to assist with this.

Consideration of the Committee structure was raised, with the potential for establishing a Finance and Resources Committee.

Members were reminded that this had previously been considered when it had been considered appropriate at that time but acknowledged that it could be reconsidered in the future.

It was **RESOLVED THAT** report on the Corporation Self-Assessment 2022/23 be noted and received.

9.3 Committee Terms of Reference

A report on proposed Committee Terms of Reference was considered (circulated, document Oct 23/15).

It was noted that:

Audit Committee

- The Audit Committee reviewed the Terms of Reference 2022/23 and its compliance against them at the meeting on 25th September 2023.
- Amendments to two of the sections in the Terms of Reference for 2023/24 were identified, in red text.

Quality and Standards Committee

- The Quality and Standards Committee reviewed the Terms of Reference 2022/23 and its compliance against them at the meeting on 27th September 2023
- It was agreed that the ToR would need further review as the Committee developed its oversight of the residential provision (see report on the meeting of the Quality and Standards Committee agenda item 13.1)
- There were no amendments proposed to the Terms of Reference for 2023/24 until a further review is completed in the Spring term 2023/24

It was **RESOLVED THAT**

- i. the Terms of Reference for the Audit Committee 2023/24 be approved;
- ii. subject to the caveat, the Terms of Reference for the Quality and Standards 2023/24 be approved.

FOR INFORMATION

23/10 FINANCE and RESOURCES

10.1 Monthly Management Accounts (Month 12)

The Vice Principal Finance and Resources presented the Monthly Management Accounts for Month 12 (circulated, document Oct 23/16).

The report detailed the final outturn financial position against the forecast and budget for 2022/23.

A summary of the position was provided:

Detail of key issues was provided and included

- the surplus achieved in comparison to the forecast and revised budget.
- Financial health assessment.
- The cash balance at the end of the period
- Banking covenants were met
- External Auditors had been in, with the final meeting scheduled for November
- There were continuing discussions regarding the treatment of the pension position as an asset

The Vice Principal Finance and Resources further reported that under the provisions of the Finance Regulations it was a requirement that any expenditure over £100k be reported to the Board.

The College had recently renewed its insurance at a cost of £127k.

It was **RESOLVED THAT**

- i. the Month 12 Management Accounts be noted and received.
- ii. the renewal of the insurance and associated cost be noted and received.

10.2 Residential Provision Update Report

An update report was considered (circulated, document Oct 23/17). The confidential classification of the report, and detail, included an extended offer was noted. Further updates would be provided, as necessary.

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

10.3 Annual HR Report 2022/23

The Vice Principal Finance and Resources presented the annual HR report (circulated, document Oct 23/18).

Key HR metrics indicated:

- Staff turnover rate of 10.55%
- % of workforce with formal employee issues 7.45%
- Vacancy rate of 20.63%
- Sickness absence rate of 4.65%
- Workforce profile analysis shows:
 - 68.8% are aged 40 and over
 - 11% have declared a disability
 - 80.7% are female
 - 81.5% are White British

It was **RESOLVED THAT** the annual HR report 2022/23 be noted and received.

10.4 Annual Health and Safety Report 2022/23

The Principal presented the annual Health and Safety report (circulated, document Oct 23/19).

The report provided detail on activities to promote and improve safety in 2022/23 including:

- Policy and procedure reviews
- Risk assessment review and evaluation
- Individual Student Risk Assessments
- Fire management
- Safeguarding
- Compliance testing
- Load bearing structures
- Site security
- Asbestos management
- Water management
- Management of electricity
- Environmental/Green issues
- Training
- Incidents (including comparative data)

Discussion points

It was highlighted that the data indicated that there had been an increase in the number of incidents relating to residential learners.

It was reported that this was attributable to a small number of learners who had exhibited repeated bouts of challenging behaviour. The report provided detail.

It was **RESOLVED THAT** the annual Health and Safety report 2022/23 be noted and received.

23/11 SAFEGUARDING and PREVENT

11.1 Annual Safeguarding Report 2022/23

The Vice Principal Safeguarding and Pastoral Care presented the annual Safeguarding report 2022/23 (circulated, document Oct 23/20).

The report provided detail on:

- Ofsted
- Safeguarding supervision
- NATSPEC Safeguarding Forum
- Prevent roadshow
- Safeguarding data
- Tiering data
- Comparative data
- Training

Discussion points included:

Whilst understanding the context, the report indicated that there had been a significant increase in concerns regarding the wellbeing of learners.

This was acknowledged and it was confirmed that the management of such issues would include the involvement of the clinical team. There was also a need to understand that the issues included mental health and not just learning disabilities. Mental health issues were increasing exponentially nationally. It was advocated that it should be recognised that college staff had improved ability to recognise, track and more effectively monitor these cases.

It was suggested that the consequential impact of identifying / tracking / recording would be an increased call on staff time.

It was commented that it was important to thank staff for their vigilance but also recognise any need for supporting staff as a result.

It was **RESOLVED THAT** the annual Safeguarding report 2022/23 be noted and received.

11.2 Safeguarding Update October 2023

The Vice Principal Safeguarding and Pastoral Care presented a Safeguarding update report (circulated, document Oct 23/21).

The report provided a position statement with regard to Safeguarding at the start of the 2023/24 academic year.

Detail included:

- New student numbers and data on those with existing safeguarding files / intervention
- Use of the MDT and tracking of learners
- Tiering system data
- Support of the CMDT for Tier 3 learners
- Safeguarding activity at the start of term

Discussion points included:

Relating back to the annual safeguarding report and the data on incidents – was the college doing enough?

It was reported that the processes involved included:

- assessment via the admissions process to ensure that an appropriate support package is put in place;
- this is modified as necessary;
- this can result in issues improving / diminishing;
- support for student and staff is provided as required;
- training and support are provided from the clinical team.

Industry comparators / benchmarking?

In response it was noted that the recent Ofsted report had commented positively on the calm environment and the management of behaviour, and it was advocated that this was 'industry benchmarking'.

It was **RESOLVED THAT** the Safeguarding Update October 2023 be noted and received.

23/12 **AUDIT**

12.1 **Audit Committee Meeting – 25th September 2023**

The Chair of the Audit Committee presented a report on the Committee Meeting, 25th September 2023 (circulated, document Oct 23/22).

The business considered, outside of the agenda for this meeting, and detail brought to the attention of the Corporation included:

Deep Dives

Committee Self-Assessment 2022/23

Draft Audit Committee Annual Report 2022/23

Internal Audit Service Annual Report 2022/23

Progress against audit recommendations

Annual Value for Money Report 2022/23

Gifts and Hospitality

It was highlighted that the Internal Audit Service Annual Report had confirmed that they were providing the Audit Committee and Corporation with **Reasonable Assurance** that Hereward College's governance, risk management, and systems of internal control were operating adequately and effectively, and that there were no instances where any breakdown in control resulted in a material discrepancy. This was the highest level of assurance possible.

The meeting held on 20th September 2023, between the Chairs of the Audit Committee, Quality and Standards Committee and the Vice Principals for Finance and Resources and Quality and Curriculum, to discuss Deep Dives had provided for an efficient, effective, holistic, co-ordinated approach to identifying the areas to be considered in 2023/24.

It was reported that this was the last year of the internal audit contract so a tender process would need to be completed in 2023/24.

It was **RESOLVED THAT** the report on the Audit Committee Meeting, 25th September 2023 be noted and received.

12.2 Annual Risk Management Report 2022/23

The Vice Principal Finance reported on the Annual Risk Management Report 2022/23 (circulated, document Oct 23/23).

It was noted that the report had been considered by the Audit Committee.

Highlights included:

- Senior leaders have continued to drive a risk-based approach across all college operations.
- Updates on progress have been provided to the Board and Audit Committee on actions taken throughout the year.
- An analysis of the categorisation of residual risks for 2022/23 was provided with a comparison of the position in previous three years (to note that the risk scales and matrix were revised in 2020/21).

It was **RESOLVED THAT** the Annual Risk Management Report 2022/23 be noted and received.

23/13 QUALITY AND STANDARDS

13.1 Quality and Standards Committee Meeting – 27th September 2023

The Chair of the Quality and Standards Committee presented a report on the Committee Meeting, 27th September 2023 (circulated, document Oct 23/24).

The business considered, outside of the agenda for this meeting, and detail brought to the attention of the Corporation included:

Deep Dive Presentation – Level 3 provision

Hereward Training

Careers and employability Implementation Plan

Draft Self-Assessment Report 2022/23 & QuIP 2023/24

Deep Dives (future)

Committee Self-Assessment 2022/23

It was commented that the Deep Dive presentation had provided assurance of ingenuity around the curriculum planning with the potential for minimal impact on the learner experiences.

It was confirmed that the Committee would be considering oversight reporting on the residential provision and that this would be reflected in updated Terms of Reference.

It was **RESOLVED THAT** the report on the Quality and Standards Committee Meeting, 27th September 2023 be noted and received.

13.2 Annual Complaints Report 2022/23

The Vice Principal Quality and Curriculum reported on the Complaints 2022/23 report (circulated, document Oct 23/25).

It was reported that the report had been considered in detail at the Quality and Standards Committee.

The report summarised the key headline data from complaints received by the College during the academic year 2022/23.

The annual total of complaints received by the College 2022/23 totalled three, in line with that for the previous year.

One complaint was received in the Autumn term: the complaint was partially upheld.

One complaint was received in the Spring term: the complaint was partially upheld.

One complaint was received in the Summer term: the complaint was not upheld.

Comparative data and diversity monitoring data was provided.

It was **RESOLVED THAT** the Annual Complaints Report 2022/23 be noted and received.

23/14 ANY OTHER BUSINESS

Search and Governance Committee meeting – 31.07.2023

It was reported that in discussion the Committee had determined that Mr Cumella be approached to request that he Chair the Remuneration Committee.

Mr Cumella had agreed.

It was **RESOLVED THAT** the appointment of the Mr Cumella as Chair of the Remuneration Committee be approved.

23/15 DATE OF THE NEXT MEETING

The date of the next meeting was confirmed as Thursday 7th December 2023.

Staff Members left the meeting.

23/16 CONFIDENTIAL

Confidential Minutes (22/04) from the meeting held on 29th June 2023

The confidential minutes (22/04) of the meeting held on 29th June 2023 were considered (circulated, document Oct 23/26).

It was **RESOLVED THAT** the confidential minutes (22/04) of the meeting held on 29th June 2023 be approved.

The Senior Leadership Team, including the Principal, left the meeting.

Confidential Minutes (22/05) from the meeting held on 29th June 2023

The confidential minutes (22/05) of the meeting held on 29th June 2023 were considered (circulated, document Oct 23/27).

It was **RESOLVED THAT** the confidential minutes (22/05) of the meeting held on 29th June 2023 be approved.