Minutes of: CORPORATION

Date: 6th February 2025

Time: 5:30pm

Place: Teams

Present:
Mr B Angliss
Mr S Brand
Mr P Cook MBE (Principal)
Mr S Crick
Mrs P Dyson (Chair)
Mr I Meaton
Ms L Miervaldis
Ms N Paterson
Mr C Todd (Vice Chair)

In attendance:
Ms J Ferguson (Vice Principal, Safeguarding and Pastoral Care)
Mrs R Herbert (Deputy Principal)

Mrs Y Doherty (Director of Governance)

24/29 APOLOGIES

Apologies for absence were received from Ms N Williams.

It was noted that questions / comments / queries had been provided by the Student Governor in advance of the meeting. These would be raised as appropriate.

24/30 DECLARATIONS OF INTEREST

On the basis of the business to be considered there were no declarations of interest.

24/31 MINUTES FROM THE PREVIOUS MEETINGS

31.1 Minutes from 12th December 2024

The minutes of the meeting (circulated, document Feb 25/1a) held on 12th December 2024 were considered.

It was **RESOLVED THAT,** the minutes of the meeting held on 12th December 2024 be approved.

31.2 Confidential Minutes from 12th December 2024 (with staff)

The confidential minutes of the meeting (circulated, document Feb 25/1b) held on 12th December 2024 were considered.

It was **RESOLVED THAT,** the confidential minutes of the meeting held on 12th December 2024 be approved.

24/32 MATTERS ARISING / ACTIONS

32.1 Actions Report from 12th December 2024 (circulated, document Feb 25/2)

24/21.3 Matters Arising

The name of the newly created college subsidiary company, HTS Ltd referred to as HTS, was raised in relation to the recent events in Syria and the news coverage of the overthrow of the regime by a terrorist organisation known as HTS.

It was noted that there was a Strategy Event scheduled for January 2025 and suggested that this should be considered further at that point.

06.02.25 Update:
HTS is now being referred to as HTS LTD in new marketing materials to distance it from any connection with the middle east organisation. There appears to have been a reduction in the reporting of HTS in Syria in the news cycle with substantive articles in major news outlets reducing significantly from the start of the new year. The situation is being monitored and will be reviewed should circumstances change. **COMPLETE**

24/23.1 HTS Ltd
It was agreed that the Search and Governance Committee oversee the process of the appointment of a serving Corporation member to the Board of HTS.

06.02.25 Update:
To be considered at the next meeting of the Search & Governance Committee. **CARRY FORWARD** **YD**

24/24 Quality & Curriculum
24/24.3 Self-Assessment Report 2023/24 & Quality Improvement Plam (QuIP) 2024/25
How was the report disseminated in a meaningful way to staff.
It was suggested a one-page document that presented the high-level assessments and corresponding actions from the QuIP might be useful.
It was agreed that subject to approval of the SAR 2023/24 and QuIP 2024/25 a truncated version would be developed for dissemination to the staff.

06.02.25 Update:
This has been completed and distributed to staff. A copy is available for governors. **COMPLETE**

24/24.4 Equalities Data 2023/24 for publication
The provision of historical data on the age range of governors be investigated

06.02.25 Update: **CARRY FORWARD** **YD**

32.2 Actions between meetings (circulated, document Feb 25/3)
Members considered the report on actions taken between meetings.

- Approval of Governor Appointment
- Adoption of the AoC Code of Good Governance (2024)

It was **RESOLVED THAT** the actions taken between meetings be noted.

24/33 STANDING AGENDA ITEMS
33.1 Principal's Report
The Principal presented an update report (circulated, document Feb 25/4).

The report provided detail on:
- Launch Event of the SES Mini Engineering Facility
- HTS Update
- Employer Forum
- Immersive Room Plans

Questions received in advance:
Employer Forum: Regarding field officer role/work at Severn Trent - was this role a need voiced by students, or demand to meet need? Internships are mostly office based does this reflect an intention to diversify opportunities at Severn Trent?

It was reported that this was in response to an identified need from students for more practical opportunities, and it was considered to represent an intent to diversify.
How can we reflect student voice regarding internships and demonstrate we are listening?
It was confirmed that there were processes to ensure that interns were represented in the learner voice mechanisms, with action taken to actively engage with learners on programme and through bodies such as the Student Executive and Student Council.

Discussion points included:
In response to the point raised about student voice and internships it was queried if it would be possible for the Student Governor to canvas the views of interns on their experiences.
It was confirmed that this could be discussed with the Student Governor. **[ACTION]** **RH**

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

33.2 Student Numbers
The Deputy Principal presented a report on Student Numbers (circulated, document Feb 25/5).

It was highlighted although there had been an increase in applications it now appeared to be 'levelling off'.

Questions received in advance:
Student numbers look healthy for next year - will the building changes and plans be shared with students?
It was reported that it was believed that this would be the case once the plans had been finalised and confirmed.

Discussion points included:
Was it considered that the majority were realistic?
This was confirmed with the caveat that there was a need for careful monitoring of LAs commitment to fund, especially where another provider could be an option.

It was further confirmed that the next iteration of the report would include returner / restart figures.

It was noted that the student numbers for this academic year had reduced by 5 since the last report, and explanation was requested.
It was reported that this was attributable to a number of factors, e.g., learners that were counted at the beginning of the year but who did not continue with their programme / some for whom Hereward was not a suitable placement.
There would be a future report that included detail on withdrawals and the reasons.

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

33.3 Quality Improvement Plan 2024/25
The Deputy Principal presented a report on the Quality Improvement Plan (QuIP) (circulated, document Feb 25/6). It was reported that the Director of Quality should be credited for the report.

Attention was brought to the following points:
page 4: quotations from the IQR processes completed in the Discovery and Explorer Pathways.

page 7: significant update on progress made against the Green Skills Roadmap.

It was commented that the report presented an encouraging position.

It was **RESOLVED THAT** the update report against the Quality Improvement Plan 2024/25 be noted and received.

33.4 Data Dashboard 2024/25

The Data Dashboard was considered (circulated, document Feb 25/7). The following point was highlighted:

KPI 9: an explanation as to why it was RAG rated RED was provided.

The IQR process had only been completed in two of the pathways so far. Where the quality of support was not as would be expected this was attributable to agency staff. As the College was moving away from reliance on agency staff the quality was improving incrementally. It was anticipated that future reports would present a stronger position.

Discussion points included:

KPI 5: it was highlighted that this should be RAG rated Amber (not Red)

It was **RESOLVED THAT** Data Dashboard 2024/25 update report be noted and received.

24/34 STRATEGY

Strategic Plan

The Principal presented a Summary Report of the Strategy Event held 17th & 18 January 2025(circulated, document Feb 25/8).

During the main body of the strategic vision presentation the driver for the new strategy was encapsulated in the strapline "**excellence in delivery using outstanding resources**". The plan is for this phrase to be used to define the new strategic planning and implementation period between 2025 and 2028.

Following the event the senior team were left with confirmation of where college activity now needed to be focussed. A final strategic plan would now be created that would include an implementation plan with targets and objectives for governors to scrutinise. This would be presented at the March Board meeting.

It was **RESOLVED THAT**,

i. the summary report was an accurate account of the event the outcomes; and
ii. this be used to develop the final strategic plan, including an implementation plan with targets and objectives, for presentation and approval at the meeting of the Board scheduled for 27th March 2025 **[ACTION]** **PC**

FOR DECISION

24/35 GOVERNANCE

35.1 Search & Governance Committee

The report presented provided the Corporation with an update on the work completed by the Search & Governance Committee at its meeting on 19th December 2024 (circulated, document Feb 25/9).

Business considered included:

- Vacancies, Reappointment and Recruitment
- Strategy Event
- External Governance Review

It was **RESOLVED THAT** the report from the Search & Governance Committee meeting 19th December 2024, and agreed actions, be noted and received.

35.2 Senior Postholder Policies

Members considered the following polices (circulated, document Feb 25/10).

All policies had been reviewed against the AoC model policies developed by Irwin Mitchell LLP. The policies had also been reviewed against the policies applicable to other staff and by the HR Manager, from an HR perspective, to ensure parity of content and college wide consistency as far as is possible.

Revisions were identified and were proposed in order to mirror the provisions of the staff policies.

The revised policies were shared with the SLT for any feedback, prior to distribution for approval.

1. Senior Post-holder Disciplinary Policy and Procedures

The policy has been amended as follows:

- **Page 1:** paras 1.6, 1.9, and 2.3
- **Page 2:** para 2.4, expansion of para 2.10, expansion of para 2.11, expansion of para 2.13
- **Page 5:** para 5.6, expansion of para 5.8
- **Page 12:** increased list of related policies

Points raised:

The proposed additional wording in para 2.10 required further review and amend to ensure accuracy and clarity.

It was agreed that this would be dealt with outside of the meeting with the wording adapted as required. It was further noted that this would also be applicable to the staff policy.

2. Senior Post-holder Grievance Policy and Procedures

The policy has been amended as follows:

- **Page 2:** removal of sentence at para 2.10

3. Senior Post-holder Capability Policy and Procedures

The policy has been amended as follows:

- **Page 2:** paras 3.7

It was **RESOLVED THAT,** subject to the agreed revised wording for para 2.10 in the Senior Post-holder Disciplinary Policy and Procedures, the policies as listed be approved.

24/36 POLICIES / DOCUMENTS FOR APPROVAL

Technical Estates and Facilities

Accommodation Strategy

The Principal presented the Accommodation Strategy (circulated, document Feb 25/11).

It was reported that it provided a strategic response to:

- Potential rising student numbers by providing more, diverse and higher quality spaces, in response to the Curriculum and student needs.
- A response to Government led Net Zero targets.
- To ensure that proposed capital expenditure schedule for the next three years is financially viable and incorporates flexibility to respond to any dynamically changed circumstances

It provided for a three-stage, phased, approach to the provision of outstanding resources, with detail to support the conclusions and proposed actions.

It was **RESOLVED THAT** Accommodation Strategy 2025 – 2027 be approved.

FOR INFORMATION

24/37 FINANCE and RESOURCES

37.1 Monthly Management Accounts – Month 5

The Principal presented the Monthly Management Accounts for Month 5 (circulated, document Feb 25/12).

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.
- Capital expenditure to date.
- The P3 report included a re-forecast against the amended revised budget with detail provided on the decrease in the year end retained surplus, the underlying operating surplus and revaluation reserve release.

A number of items were being closely monitored including maintenance/ capital spend and agency costs. The newly appointed Interim Vice Principal Finance & Resources would take up post w/c 10.02.25.

Discussion points included:
It was commented that it was evidence of a well ordered finance team that the report was presented in as much detail as usual despite the absence of the Vice Principal Finance & Resources. This was agreed that that the commendation would be passed on to the Finance Manager.

It was **RESOLVED THAT** the Monthly Management Accounts, Month 5, be noted and received.

37.2 HR Report – Autumn Term 2024/25

The Principal Finance and Resources presented the HR report for the autumn term 2024/25 (circulated, document Feb 25/13).

HR Report
The following points were highlighted, with comparative data for 2023/24 provided:

- Staff turnover rate, under target but a slight rise.
- % of workforce with formal employee issues, below target.
- Vacancy rate, RAG rated Red and had increased up to December. Analysis and a substantial amount of recruitment had been completed. It was anticipated that the majority of vacancies would be filled by half term (February). Those outstanding will be attributable to natural turnover. Some vacancies would remain in the residential provision.
- Sickness absence rate, above preferred position and attributable to colds / flu up to the Christmas break.
- Core training completion rate, above target.

Discussion points included:
% vacancy rate - how many individual staff were required?
It was confirmed this varied between departments, with the largest number required in Day ILS. At the beginning of the academic year this had been approximately 18, but going into the half term break if all offers were accepted this would be approximately 4.

Confirmation that this evidenced an improved rate since September was requested.
It was reported that this was the case for ILS, primarily attributable to the process of ‘temp to perm.’

Page 2 – the detail provided the recruitment of 124.78 FTE employees, with 84.1 FTE recruited between August 2024 to December 2024 was raised, and if this meant the difference (40.68) was still outstanding.
It was reported that this would need to be confirmed.

Subsequent to the meeting the HR Manager considered the query and identified an error in the report.
The report stipulated:
The cumulative vacancy rate as of December 2024 for the calendar year was 48.65%. During the academic year HR were actively recruiting for the equivalent of 124.78 full time equivalent employees; of this figure 84.1 FTE were being recruited between August 2024 to December 2024.

The second sentence referenced the academic year in error. **This should read**
During the calendar year HR were actively recruiting for the equivalent of 124.78 full time equivalent employees; of this figure 84.1 FTE were being recruited between August 2024 to December 2024.
It has been confirmed that the difference (40.68) were recruited between January and July 2024.

It was queried if there was an impact on staff wellbeing as a result of the vacancies.
It was reported that there had been staff forum meeting on 06.02.25 where issues had been discussed in the context of workload and other general routine matters. Nothing outside of expectations was raised.

Page 1 – cumulative staff voluntary turnover rate, there was an increase in the College rate between July 24 and December 2024. Was there a correlation between the vacancies and staff turnover?
It was confirmed that some correlation was to be expected.

It was suggested that some analysis would be possible via processes such as exit surveys which could provide the reasons for leaving. It was advocated that the annual HR report could be developed to include this. **[ACTION]** **SLT**

Page 4 – job evaluation activity: how long was this expected to take?
It was confirmed that a calendar year had been allocated.

It was **RESOLVED THAT** the HR Report - Autumn Term 2024/25 be noted and received.

24/38 QUALITY and STANDARDS
Complaints Report Autumn Term 2024/25
The Deputy Principal reported on the Complaints Report – Autumn Term 2023/24 (circulated, document Feb 25/14).

The report summarised the key headline data from complaints received by the College during the Autumn term 2024/25.

Three complaints had been received, an increase of two compared to the same time the previous year.
Detail was provided. The processes were complete, with none of the complaints upheld.
Comparative data was provided.

It was **RESOLVED THAT** the Complaints Report Autumn Term 2024/25 be noted and received.

24/39 SAFEGUARDING AND PREVENT

Safeguarding and Prevent Update Report

The Vice Principal Safeguarding and Pastoral Care presented the Safeguarding Update Report (circulated, document Feb 25/15).

The report provided detail on a number of aspects:

- Safeguarding Overview
- Operational MDT (Multi-Disciplinary Team)
- Clinical MDT (Multi-Disciplinary Team)
- Prevent Update.
- Safeguarding data
- Safeguarding Referrals
- Staff and Governor Training.

Questions received in advance:

How do we know if students are feeling safe in college? The outside world is a scary place for lots of our students. 40 percent of referrals are from education - therefore do we have a responsibility to further educate and to inform?
PSHE curriculum should therefore reflect the changing challenges in society such as the prevent lone wolf scenarios?
It was confirmed that Prevent was included as part of the PSHE curriculum, with the model looking sensitively around issues associated with Prevent and to give a balanced view without scaring learners.

Staff also completed annual training.

Discussion points included:
Page 1 - training on the Home Office Prevent portal for the College to engage with; was this now live?
This was confirmed and that the link would be provided (please see below).

Prevent duty training: Learn how to support people susceptible to radicalisation | Prevent duty training

How did the College deal with any concerns raised by learners in response to news reporting of issues like knife crime, was it part of the PSHE curriculum?
It was reported that this was very much dependent on the level of exposure. Learners didn't necessarily discuss / or have awareness of the news.
Where this was the case support could be provided via the mentor team, safeguarding team, and discussions at curriculum level including risk.
Pastoral support would be provided on a needs basis.
Not a lot of concerns were raised around news articles, but this would be addressed if needed.

It was queried if there was a need for the adoption of the opposite view, i.e., a duty to carefully raise awareness of media reporting.
This was agreed, where it was relevant and to support understanding. However, there was recognition of the difficulties surrounding this given the complex needs of the learners.

It was confirmed that there was coverage of news items within the curriculum delivery, particularly English, and where this was the case, this was differentiated and delivered sensitivity.
The briefing sessions also allowed for identified of where / if there may issues.

Page 3 – Behaviours of concern – 53 instances, was this higher or lower than anticipated?

It was reported that this was on a par with last year and was in effect a decrease given the increase in learner numbers. The number of instances was always at the highest at the start of the year.

Page 3 – physical aggression – 17 incidents towards staff involving 10 learners, all Tier 3, was this reflective of the transition process?
It was reported that the College had a very robust admissions process which included the allocation of 'tiers' by Head of Safeguarding and Behaviour before learners joined the College. Tier 3 provided for the highest level of intervention and support. There would also be draft risk assessments and behaviour support plans. All of these processes were time consuming and labour intensive.

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

24/40 ANY OTHER BUSINESS

The possibility of including Governors in the work around cyber security, specifically phishing emails, was raised. It was suggested that it would be beneficial to all. The College would use the private email addresses for Governors.
The process would involve the receipt of two emails per month.
Current data indicated that for the College there was a failure rate of approximately 10%.

It was agreed in principle.

Discussion points included:
As the Governors would not receive emails as part of the College there would not be a 'phishing' button for reporting, so how would this work.
It was confirmed that an email address would be provided for Governors to report the emails they considered to be 'phishing' attempts and that the College would respond to confirm if this was the case.

Dependent on how individual systems were set up what if the emails were missed / ignored?
It was reported that nothing would happen with the email, so this was not an issue.

How would the impact be assessed – was it possible to confirm if emails had been read / clicked on / deleted
The system did indicate it read / clicked on but not if deleted.

It was **RESOLVED THAT** Governors be included in the cyber security processes involving phishing emails.

24/41 DATE OF THE NEXT MEETING

The date of the next meeting was confirmed as Thursday 27th March 2025.

24/42 CONFIDENTIAL (without staff governors)

Confidential Minutes from 12th December 2024 (without staff)

The confidential minutes of the meeting (circulated, document Feb 25/16) held on 12th December 2024 were considered.

It was **RESOLVED THAT,** the confidential minutes of the meeting held on 12th December 2024 be approved.

Signed:

Chairman

Date: