

Minutes of: CORPORATION  
Date: 30<sup>th</sup> June 2022  
Time: 5:00pm  
Place: via Microsoft Teams



Present: Mr S Brand  
Mr P Cook MBE (Principal)  
Mr S Crick  
Mr M Crook  
Ms J Lewis-Bell (left at 7.40pm)  
Mr I Meaton  
Ms L Miervaldis  
Mr I Pursglove (Chair)  
Mr K Sonecha (left at 7.30pm)  
Mr C Todd (Vice Chair)  
Ms N Williams

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

**21/71 APOLOGIES**

Apologies for absence were received from Ms Carr-Fanning, Dr H Friend, and Ms Ferguson.

**21/72 DECLARATIONS OF INTEREST**

Mr Crook declared his employment with regard to the partnership working of the College with his employer.

**21/73 CONFIDENTIAL ITEM**

See separate minutes.

The Chair highlighted that there was a substantial amount of business to be considered at the meeting, and that the meeting would proceed on the basis that everyone had read the papers in preparation. Reports considered at committees had been identified for ease of reference.

The Chair formally welcomed Ms Miervaldis to the Board as the Academic Staff Governor.

The Chair extended the congratulations of the Board, to the Principal, on his MBE award (Queen's Birthday Honours).

It was noted that a number of governors had submitted queries in advance of the meeting. These questions and responses would be included in the minutes.

The Chair reported that this would be last meeting for Ms Lewis-Bell, as her term of office expired at the end of July 2022 and unfortunately, she had not felt able to commit to a further four-year term. On behalf of the Corporation the Chair noted and thanked Ms Lewis-Bell for her kind, supportive and forensic approach and the substantial contribution she had made to the work of the Corporation.

Ms Lewis-Bell thanked the Chair and commented that it had been a tough decision to make. She had learnt a lot from the role, and was disappointed not to have been able to be on site more due to the pandemic.

**FOR DECISION**

**21/74 PREVIOUS MEETING**

**74.1 Minutes from the previous meeting**

The minutes of the meeting (circulated, document June 22/2) held on 12<sup>th</sup> May 2022 were considered.

It was **RESOLVED THAT**, the minutes of the meeting held on 12<sup>th</sup> May 2022 be approved.

**74.2 Actions from the previous meeting, 12<sup>th</sup> May 2022 (circulated, document June 22/3)**

*21/64.3 Student Numbers*

*Update on regional LA potentially reducing placement to three-day per week provision*

See minute 21/79.3

*21/64.4 Data Dashboard*

*COVID absence: included in the staff sickness absence*

It was confirmed that isolation periods of up to 10 days had not been included in the data. If an absence was for a longer period, then it was included.

*21/65.1 Fees Policy*

*Overseas learner fees – confirmation of the basis for the fees*

**Vice Principal Finance and Resources to confirm**

**VP F&R**

*21/68.2 FE Commissioner Letter – Diversity in the sector*

*Overseas learner fees – confirmation of the basis for the fees*

See minute 21/80.3

**21/75 MATTERS ARISING**

The Vice Chair requested an update on the performance of AEB funding against budget.

It was reported that the R10 return indicated a favourable position:

ESFA AEB:	Contract Value	£173,770
	Delivery to date	£120,458.14
	Forecast delivery	£49,667.90
	Total delivery	£170,126.04

WMCA	Contract Value	£83,192
	Delivery to date	£65,616.28

The College would be delivering a SWAP/PET from w/c 04.07.22, to support leavers to gain employment.

## 21/76 FINANCE & RESOURCES

### 76.1 Budget 2022/23 and Three-Year Financial Plan

The Vice Principal Finance and Resources reported on the Budget 2022/23 and Three-Year Financial Plan (circulated, document June 22/4).

The proposed budget included the following:

- Income based on an assumed number of students
- Percentage increase in fees for new and returning students which impacted 72% of the fees
- Proposed percentage increases for the following two years
- Expenditure, with summary detail by area
- Pay award from April 2023
- The projected surplus figure and as a percentage of income
- The financial health of the College was assessed as 'Good' on the basis of the proposed budget
- A budgeted cashflow and balance sheet
- A revised budget would be presented to the Corporation in October 2022 which reflected the actual position at that time.

#### Discussion points

The basis of the inflationary increase

It was confirmed that in relation to non-pay this was on specific knowledge where known, e.g., increase catering costs, increased insurance costs, maintenance costs where substantial increase had already been experienced. For other areas there was a central contingency.

#### Assumptions on energy costs

It was reported that the cost of electricity and gas were subject to fixed rates:

Electricity from October 2021 for 2.5 years

Gas from January 2022 for 3 years.

Any uncertainty would relate to consumption.

Fee income – there was discussion of the potential for student numbers to be greater than the Elements 1 and 2 funding received.

It was reported that there was an improving position with recent increases in the level of funding received.

The possibility of seeking the Element 2 funding for learner numbers over the agreed level was questioned.

The previous difficulties with this position were discussed and the decision to keep learner numbers at an appropriate level so as to deliver a sensible budget whilst recognising that there would be some underfunding. It was suggested that it might be possible to argue the position for Element 2 funding for late (August/September) applications.

A previous agreement to seek funding from 'home' Local Authorities in the instance of learner numbers being over the allocated Element 2 funding provided by Coventry LA was raised. It was suggested that enquiries be made to determine if this was still in place.

It was reported that the separate elements of the funding could take time to 'catch up' and that the additional 20 places of Element 2 funding had been included when determining the percentage fee increase

AEB – the threshold had been met but no increase included, this would be reviewed in October.  
DSA – presented risks due to the market tender next year, therefore anticipated income was reduced and an increase in assessor costs included.

#### Outstanding fee audits

It was confirmed that there was no knowledge regarding this and that the recent Mock ESFA Funding Audit completed by the internal audit service had not raised any issues, with only low risk recommendations identified.

Pay – it was questioned if reference had been made to the Low Pay Commission and the consultation on National Living Wage and National Minimum Wage rates. It was noted that the rate next year could increase and the age at which it applied be reduced. This has the potential to impact agency costs and pay scales. It was suggested that an impact assessment might be appropriate, and that the consultation rates should be used for assumption purposes.  
It was reported that an increase in the national minimum wage had been assumed as per the report.

It was also confirmed that recent pay awards, consolidated and non-consolidated, equated to a 2.78% increase. The three-year plan also included confirmed that direct staffing numbers were based on learner numbers/need and assumed pay awards for 2024 and 2025.

Average cash balance throughout the year – what could be done to improve return?

It was reported that the Finance Manager was in the process of looking at proposals. These would be reported back as necessary.

In terms of investment, it was advocated that assurance should be provided as to what was permissible by reference to the Instrument and Articles, statutory guidance and the College Treasury Management Policy.

What was the sensitivity analysis regarding learner numbers?

It was reported that it was difficult to ascertain as one residential learner could make as much difference as a number of day learners.

#### ***Questions provided in advance of the meeting with responses provided afterwards:***

The 3% funding increase now looks low compared to inflation and pay pressures. What flexibility do we have on it now?

It was suggested that funders were unlikely to respond well to any requests for an increase after funding is agreed.

Surplus reducing 3 years in a row concern expressed about comment of risk of covenant being broken. How do we mitigate that risk?

It was confirmed that this would include potential cost cutting exercises, or a request for relaxation of the covenants. The Audit Committee had discussed the option of repaying the loan; the breakage fees were currently £324k but this cost will reduce as interest rates go up (loan is a fixed rate of 5.6%).

Agency costs don't seem realistic considering current recruitment challenges and spend of £600k this year?

A recruitment project is underway to look at all aspects of recruitment, and recruitment would start earlier this year. At the time of the revised budget will be a better idea of student numbers and required staff recruitment.

Is the 2% staff salary increase provision realistic when inflation is circa 10%? What mitigation have we got?

The confidential report considered earlier in the meeting illustrated the impact of various different pay awards. Mitigations would include cost cutting/restructuring in 2022/23, and a larger fee increase for 2023/24.

Need to consider what scope there is to increase fees to match inflation?

Larger funder percentage increase could be added for 2023/24.

49-week provision may help attract more residential students with higher fees. Also need to maximise other income streams to mitigate risk.

The position with regard to approval was queried.

It was confirmed that on the basis of previous years and submission requirements of Financial Planning Handbook 2022 the Corporation was required to submit a 3-year CFFR by 31 July 2022.

This would include

- outturn – year ending 31 July 2022, comprising:
  - actuals - period from 1 August 2021 to 30 April 2022 (or a later month if possible)
  - forecast - period from the end of the period for which actuals have been provided to 31 July 2022
- budget – year ending 31 July 2023
- forecast – year ending 31 July 2024

As reported in July 2021 the detail from the budget is entered on to the ESFA submission documentation (CFFR).

The Principal commented that the detailed discussion was welcomed. The budget setting process provided value and a considerable amount of thought had gone into creating a balanced budget which provided the SLT with assurance.

It was **RESOLVED THAT**

- i. recognising the constraints under which the budget 2022/23 had been developed that it be approved;
- ii. a revised budget 2022/23 be presented in the autumn term 2022/23 when more accurate data was known on which to provide more detail.

## **76.2 RSM External Audit Plan year-ended 31<sup>st</sup> July 2022 and Emerging Issues (circulated, document June 22/5)**

The RSM External Plan year-ended 31<sup>st</sup> July 2022 (**doc 5.1**)

Key risks remained consistent with those of previous years

- Income recognition
- Management override of controls
- Pension scheme liabilities
- Going concern
- Fees had increased

The RSM Emerging Issues (document 5.1.1) was **recommended reading** for all governors.

The plan had been reviewed and discussed in detail at the Audit Committee meeting held on 13<sup>th</sup> June 2022 and was **recommended for approval**.

### **76.3 ICCA-ETS Internal Audit Plan 2022/23 & Strategy 2023/24**

The ICCA-ETS Internal Audit Plan 2022/23 & Strategy 2023/24 (**doc 5.2**)

An annual organisational assessment had been completed, looking at aspects including the strategic risk register, financial management and performance, funding performance, quality of provision, external and compliance issues. The plan was discussed in detail at the Audit Committee meeting held on 13<sup>th</sup> June 2022 (please see report on the meeting of the Audit Committee) and was **recommended for approval**.

### **76.4 Regularity Audit 2021/22 (doc 5.3)**

The Regularity Self-Assessment Questionnaire is completed on an annual basis and used by the External Auditors as part of the financial statements audit.

It was noted that the document had been completed in advance of the end of the financial year and would be updated with any changes as necessary before final sign off by the Chair and Principal in the autumn term.

It was **RESOLVED THAT**

- i. the RSM External Plan year-ended 31<sup>st</sup> July 2022 be approved;
- ii. the RSM Emerging Issues document be noted and received;
- iii. the ICCA-ETS Internal Audit Plan 2022/23 & Strategy 2023/24 be approved;
- iv. the Regularity Self-Assessment Questionnaire be approved with the caveat that it would be updated with any changes as necessary before final sign off by the Chair and Principal in the autumn term

## **21/77 POLICIES/STRATEGIES**

### **77.1 Finance & Resources (circulated, document June 22/6)**

The following policies had been reviewed:

#### **1. Freedom of Information (doc 6.1)**

Minor amendments.

#### **2. LGPS Discretionary Policy (doc 6.2)**

Additional wording on the approval of flexible pensions and the waiving of early retirement reductions.

#### **3. Bursaries and Learner Support Funds (doc 6.3)**

Upper household income threshold for priority for the discretionary bursary increased to £30,000 from £25,000. This was in line with similar colleges. Other changes to wording.

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

#### **4. Finance Regulations (doc 6.4)**

Value for money thresholds had increased due to increasing operational difficulties driven by the volume of transactions that now fell above the thresholds. It was estimated that there had been inflation of c. 15% since these levels were previously set. Expenditure approval limits amended. Larger thresholds that require board sign off had been left unchanged.

#### **5. Public Interest Disclosure (Whistleblowing) Policy (doc 6.5)**

Minor amendments. Removal of follow-up letter to staff members who haven't appealed (page 3). There have been no changes to relevant legislation in the last 12 months.

#### **6. Anti-Bribery Policy (doc 6.6)**

Minor amendments. There have been no changes to relevant legislation in the last 12 months.

#### **7. Anti-Fraud Policy (doc 6.7)**

No change. There have been no changes to relevant legislation in the last 12 months

### **8. Anti-Money Laundering Policy (doc 6.8)**

No change. There have been no changes to relevant legislation in the last 12 months.

### **9. Anti-Tax Evasion Policy (doc 6.9)**

No change. There have been no changes to relevant legislation in the last 12 months.

Discussion points

#### **LGPS Discretionary Policy (doc 6.2)**

The accuracy of the policy provision relating to early payments of benefits at age 55 was questioned.

**It was agreed that the Vice Principal Finance and Resources would review this and confirm the position, and any further revision as necessary.** VP F&R

#### **Bursaries and Learner Support Funds (doc 6.3)**

It was queried if the rates quoted for expenses were adequate given the recent inflationary increases.

It was acknowledged that the mileage rate reflected that set by HMRC (which also included an element to cover capital costs of vehicles), however there was a valid point regarding percentage of reimbursement.

It was agreed that this would be reviewed should the HMRC mileage rate be revised.

It was **RESOLVED THAT**

- i. the policies as listed, apart from the *LGPS Discretionary Policy* be approved;
- ii. subject to review, and confirmation of the position or any revision, the *LGPS Discretionary Policy* be approved.

### **77.2 Quality & Curriculum (circulated, document June 22/7)**

The following policy had been reviewed:

#### **1. Behaviour Management and Disciplinary Policy and Procedures (doc 7.1)**

New inclusions highlighted in yellow with suggested exclusions highlighted in red.

#### **Questions provided in advance of the meeting with responses provided afterwards:**

Have all staff received training and development re Positive Behaviour Support (PBS)? This question goes across a number of items on the agenda, as it appears from the QuiP that staff find the Behaviour Conferences enriching, which is great and a useful reactive approach. There may also be a need for proactive approaches to staff development - has this happened or been considered?

It was confirmed that key staff have been offered formal accredited PBS training, and additional CPD opportunities are provided for relevant staff around the PBS methodology.

How had the tired support program gone in terms of its implementation? In general, and also in terms of staff engagement, how have intensive (tier 3) support plans gone in terms of development and implementation of these plans, and (particularly) has sufficient resources been available to implement new culture / process and enact tiers?

It was confirmed that this was considered to have gone well as evidenced by the increased number of rewards, including the Principal's awards.

The Educational Psychologist and SEDD Manager would be holding a workshop to review the support plans for current and new learners.

The “warning system” - this was well considered, but threads a line between PBS and punitive (e.g., warnings issued for a list of negative behaviours) in a mostly careful way. To what degree is this line enacted in practice, do relevant staff avoid punitive approaches? This links to treating / development in PBS

It was confirmed that staff do avoid punitive approaches and that the ‘stop think’ strategy was more prevalent.

Why was there a need to include the specific behaviours that might constitute a warning?

It was confirmed that the detail provided under ‘*Stage 1: The Warning System*’ in the document had been highlighted in red as it was intended that this be removed. Reference to the detail of example behaviours contained in the Code of Conduct and Learner Agreements was made.

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

**2. Curriculum Strategy (doc 7.2)**

Reviewed by the Quality and Standards Committee in March and amended accordingly.

**3. Quality Improvement Strategy 2022/23 (doc 7.3)**

The Quality Improvement Strategy had been reviewed and there were no amendments.

**4. Quality Improvement Cycle 2022/23 (doc 7.4)**

The Quality Improvement Cycle had been reviewed and revised as necessary. This included the intention to complete the Self-Assessment Report earlier.

**5. Internal Quality Review Framework (doc 7.5) and Quality of Education (Observations) Framework 2022/23 (doc 7.6)**

The Internal Quality Review (IQR) Framework and Quality of Education Framework had been re-evaluated against the Education Inspection Framework. Proposed changes for 2022/23 were highlighted in both documents.

**6. Equality, Diversity and Inclusion Objectives (doc 7.7)**

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 2022/23.

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

**77.3 Safeguarding & Pastoral Care (circulated, document June 22/8)**

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

**1. Learner Involvement Strategy (doc 8.1) and Learner Voice Activities Cycle 2022/23 (doc 8.2)**

- Amendments to the strategy were highlighted on pages 4 and 7
- The activities cycle was updated for the forthcoming year

The Corporation was asked to note the potential to revise the document early in the new academic year, in response to developments that were currently under consideration, with regard to establishing a Student Council.



**Questions provided in advance of the meeting with responses provided afterwards:**

The College was commended on its continuing effort to engage and promote learner voice with the research advisory group representing another great initiative.

Would the learners receive training and support with regards to their participation in this?  
This was confirmed.

Was it possible that this could be used as part of wider apprenticeship or vocational pathway? Many important skills could be developed from participating in this and it was possible it was an area which would more formally develop in the future.

It was confirmed that the Explorer Pathway had been refreshed for Preparing for Adulthood (PfA). This included an aspect of vocational delivery that meets with the needs of community engagement and the academic profile. Within the curriculum pathways and curriculum structure PfA and PSHE provided further opportunities.

It was **RESOLVED THAT** the Learner Involvement Strategy and Learner Voice Activities Cycle 2022/23 be approved.

**21/78 GOVERNANCE**

**Proposed Corporation Meeting Dates & Business Cycle 2022/23, Corporation and Committee Membership June 2022** (circulated, document June 22/9).

- The proposed dates for the six Corporation meetings in 2022/23 were provided.
- The schedule of meetings from 2022/23 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 23<sup>rd</sup> June 2022

There was discussion of proposed dates for Strategy Event scheduled early in the autumn term. After consideration of a number of dates it was suggested and agreed that Governors would be contacted to confirm their availability to attend an all-day event on Thursday 13<sup>th</sup> October, which would conclude with the already scheduled Corporation meeting.

It was **RESOLVED THAT**

- i. the proposed schedule of Corporation and Committee meetings for 2021/22 be approved;
- ii. the indicative business Cycle for 2021/22 be approved;
- iii. the Clerk contact governors to confirm availability to attend an all-day strategy event on Thursday 13<sup>th</sup> October, which would conclude with the already scheduled Corporation meeting.

**CLERK**

**FOR INFORMATION**

**21/79 STANDING AGENDA ITEMS**

**79.1 Principal's Report**

The Principal provided a summary report of developments and issues (circulated, document June 22/10).

The report provided detail on:

- Catering tender
- Extended 49-week residential provision
- Staff recruitment
- Physically challenging behaviour on campus
- 50<sup>th</sup> Anniversary celebrations

**Question submitted in advance of the meeting:**

It appears that a thorough and MDT approach is being adopted in the Behaviour Conference approach. It was recognised no overarching cause has been identified. It's possible that each is entirely unique to the learner. However, had trauma been considered/observed - where directly related to COVID experiences or not (i.e., it was possible that underlying trauma was exacerbated by COVID experiences).

This was considered an insightful question. As had been reported at the Quality and Standards Committee work with the Educational Psychologist had been further developed around trauma. It was intended that there would be an incremental roll out of these developments beginning in the Aspire provision.

Discussion points included:

Staff recruitment – substantive permanent positions rather than agency, whilst acknowledging the benefits of flexibility around vacancies?

This was agreed, but there was a need to complete an analysis of staffing need. It was considered necessary to strengthen recruitment in order to appoint the appropriate staff and reduce dependency on agency cover whilst maintaining a degree of flexibility.

It was also advocated that the appointment of permanent staff would assist with providing consistency for the learners.

50<sup>th</sup> Anniversary celebrations.

It highlighted that the College had officially opened in 1972 but due to the pandemic it had not been possible to celebrate so far. It was proposed that an event be incorporated in to the staff development days scheduled at the beginning of September 2022, which would also then feed into lessons and college activities in the autumn.

The event would be a celebratory lunch for all staff, stakeholders and governors. Further detail and costs were provided.

There was discussion of the costs and benefit of such an event.

It was advocated that it would be welcomed by the staff, that it supported the good position of the college and provided opportunities to link with alumni and stakeholders, coupled with publicity.

It was suggested that the College could investigate some form of external funding/subsidy, e.g., lottery funding.

It was agreed that the event should be supported.

It was **RESOLVED THAT**

- i. the Principal's update report be noted and received;
- ii. the proposed 50<sup>th</sup> Anniversary celebratory lunch for staff and stakeholders be supported.

## **79.2 QuIP 2021/22**

The Vice Principal Quality and Curriculum reported on updates against the Quality Improvement Plan (circulated, document June 22/11).

The following points were highlighted:

pg. 5:

successful outcomes for supported internships and transition to employment – 9 interns had been offered permanent positions with key employers including WMP, STW and Warwick University.

pg. 7:

engagement of additional employers.

pg. 13:

liaison with QAC

pg. 16:  
developing relationship with JISC.

pg. 30:  
pilot of a SWAP/PET beginning 5<sup>th</sup> July for identified learners without a positive destination. This included work experience and a secured interview.

pg. 33:  
update on the financial position, as per R10, reported earlier in the meeting.

Discussion points included:

Behaviour conferences

It was reported that only those staff with direct contact with the learners concerned had been involved so far. It was anticipated that this would be developed further next year.

Destination tracking

It was reported that the process was to check back over the previous three years with the data included in the SAR.

It was commented that the concept of a 'central street' (pg. 9) providing specific learners with opportunities to sell goods within a profession setting was a brilliant concept

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

### **79.3 Student Numbers**

The Vice Principal Quality and Curriculum presented the report on the Student Numbers (circulated, document June 22/12).

The report was noted.

#### **79.3.1 Regional LA – possible three-day provision**

It was reported that a meeting had taken place where the College had responded to a number of questions. A high number of funding applications had been approved.

There remained uncertainty with regard to any strategy regarding three-day provision and the College would continue to work closely with the Local Authority.

It was **RESOLVED THAT**

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

### **79.4 Data Dashboard 2021/22**

The Data Dashboard was considered (circulated, document June 22/13).

The following point was highlighted:

Improving Learning, Teaching and Assessment (ILTA)

- Learner attendance rates had increased.

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

## **21/80 STRATEGY**

### **80.1 Strategic Plan – Development Plan Update**

The Principal provided an update against the Strategic Plan Development Plan (circulated,

document June 22/14).

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. Progress had been made on all objectives.

Discussion points included:

The plan is intended to be completed by 2024, with the College now being at the half way point, with timescales reducing. Was there any intention to refresh?

It was confirmed that it had not been intended to do so for this meeting, but that the SLT would consider this in detail in the autumn term.

It was suggested that for some actions it was unclear if they were completed or if there was more work required. It was proposed that the format of the document be reviewed to allow for clearer reporting where necessary.

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

## **80.2 Feasibility Study**

The Principal provided an update on the Feasibility Study (circulated, document June 22/15).

The Feasibility Study report was submitted to the SLT on 21<sup>st</sup> June, this reported provide summary detail on three main options.

In addition, it was reported:

- None of the options specified by the architects impinged on the proposed capital projects happening on campus over the summer.
- The submission of the report from the architects was later than had been initially forecast and therefore it was proposed that a special session of the Governing body is put in place for September so that the report can be considered in detail. This would most likely form part of the Strategy Event previously discussed.
- A copy of the report was provided on the Governor portal (due to size) and in advance of the September meeting for information. The Clerk emailed the detail of how to access the report via the portal.
- The Principal provided detail of the valuation of the site during the course of the meeting.

Discussion points included:

The potential to create a 'project committee' to oversee any capital projects arising from the feasibility study.

The need to 'overlay' figures and consider the potential return on such investment/developments. This should include the number of additional learner places gained and the impact on recruitment. The study had been commissioned in part in response to growth and the impact of this. Greater detail would be known in September 2022.

There was discussion of potential funding options/sources.

It would be beneficial if a walk around of the campus could be included as part of the Strategy Event.

It was **RESOLVED THAT** the update on the Feasibility Study be noted and received.

### **80.3 FE Commissioner Letter – Diversity in the Sector**

The Principal presented an update report on the college position and response to the FE Commissioners letter that referenced the diversity of the FE Workforce (circulated, document June 22/16).

The report confirmed

- The College had recognised that whilst the non-white population of the College staff was broadly in line with other specialist colleges it was significantly below that of the learner population and the local communities it served. Data was provided.
- The College also recognised that the Further Education sector as a whole had identified a lack of diversity within its staff base. However, the majority of the national data available was not comparable to Hereward. Discussion with Natspec had also given an initial indication that low representation of non-white staff is the norm in many specialist colleges and that this is also indicative within the management levels
- The College would seek to remedy the present situation via the work of the Equality and Diversity steering group.

Discussion points included:

How would improving the diversity of the workforce improve service delivery to the learners and support staff?

It was advocated that this would:

- Support the college in its journey to outstanding
- Prepare the learners for the wider community; e.g., British Values
- A more diverse workforce had the potential to ensure a more sensitive approach to cultural issues and opportunities to improve this
- There was a need to determine why the staff body would be different; e.g., was the College an unattractive employer, where there unknown issues in the College?
- Was it detrimental in terms of role models, if someone did not seem themselves represented was this a missed opportunity?

Element of unconscious bias and what could be done to address this?

Was the location of the College an issue regarding attracting staff applicants?

It was commented that the report was thought provoking and further confirmed the already known disparities in terms of the diversity of the staff body.

It was **RESOLVED THAT** the update on the college position in relation to the FE Commissioner Letter commenting on diversity in the sector be noted and received.

## **21/81 QUALITY & CURRICULUM**

### **81.1 Quality & Standards Committee Meeting, 16<sup>th</sup> June 2022**

The Chairman of the Quality & Standards Committee presented the report on the meeting of the committee held on 16<sup>th</sup> June 2022 (circulated, document June 22/17).

Attention was drawn to:

- the detail on Deep Dive presentation on the Hereward Approach and the intent to develop this further in the new academic year
- the agreed Deep Dives for 2022/23, which included detailed consideration of the SAR in November, the Skills Agenda and Learner Voice

It was **RESOLVED THAT** the update report on the Quality & Standards Committee meeting 16<sup>th</sup> June 2022 be noted and received.

## **81.2 Internal Quality Review 2021/22**

The Vice Principal Quality and Curriculum presented the report on the Internal Quality Review 2021/22 (circulated, document June 22/18).

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 the external consultant's reports.

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.

Improvement plans were already in development.

It was **RESOLVED THAT** the report on the Internal Quality Review 2021/22 be noted and received.

## **21/82 FINANCE & RESOURCES**

### **82.1 Audit Committee Meeting, 13<sup>th</sup> June 2022**

The Chairman of the Audit Committee presented the report on the meeting of the committee held on 13<sup>th</sup> June 2022 (circulated, document June 22/19).

Attention was drawn to:

- the Internal Audit Service (IAS) had indicated that there had been good communication and effective working with the college to deliver the internal audit plan 2021/22
- the Committee had determined to employ continuous feedback to the IAS throughout the year via the Vice Principal Finance and Resources
- reiterated that the RSM Emerging Issues document was recommended reading for all governors
- highlighted the reporting requirements relating to governor development activities and disclosure of governance reviews
- external audit fees had increased, but overall had declined against the previous year
- the agreed Deep Dives for 2022/23

It was **RESOLVED THAT** the update report on the Audit Committee meeting 13<sup>th</sup> June 2022 be noted and received.

### **82.2 Monthly Management Accounts, Month 10**

The Vice Principal Finance and Resources presented the Monthly Management Accounts for Month 10 (circulated, document June 22/20).

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 income and overspends
- 3-year plan

It was commented that the report was clear and effectively related to risk.

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

**21/83 SAFEGUARDING & PREVENT**

**83.1 Safeguarding & Prevent Update Report**

The Safeguarding Update Report was considered (circulated, document June 22/21).

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
- Natspec Safeguarding Forum
- Summer Postcard
- CPOMS
- Safeguarding data
- External referrals
- Staff and Governor Training

It was commented that the summer postcard was a good idea.

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

**83.2 Learner Feedback 2021/22**

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

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

The report contained:

- the LOOP Report 2021/22, including a summary of highest and lowest rated areas of provision and recommended actions in response
- detail of the meeting/work of the Student Executive Committee
- detail of the work of the Peer Support Team and Students' Union

It was noted that the completion of the LOOP survey had not been externally facilitated. The legitimacy of responses as a consequence of staff involvement and objectivity were raised. It was suggested that prior notification to teachers could support the process through lesson plans.

It was **RESOLVED THAT** the Learner Feedback Report 2021/22 be noted and received.

**21/84 ANY OTHER BUSINESS**

It was suggested that Ms Lewis-Bell be invited to attend the 50<sup>th</sup> Anniversary celebrations.

The Chair thanked members for their attendance and rigor of challenge.

**21/85 DATE OF THE NEXT MEETING**

The date of next meeting was confirmed as Thursday 13<sup>th</sup> October 2022.

**Signed:**

**Chairman**

**Date:**