

CORPORATION PART ONE

DATE: WEDNESDAY 15 DECEMBER 2021

PLACE: Via ZOOM

TIME: 6pm

PRESENT:	Andrew Baird	Chair
	Fred Gray	Chair of Resources Committee
	Mary Hughes	Safeguarding Governor
	Hilary Omissi OBE	Governor
	Jackie Pearson	Chair of Curriculum & Performance Review Committee
	Christine Ricketts	Principal & CEO
	Dr Barbara Spittle	Vice Chair of the Corporation & Chair of the Search & Governance Committee
	Melanie Harding	Governor
	Lee Chantry	Staff Governor
	Dr Andrew Gilchrist	Chair of Audit Committee
	Nicholas Woolf OBE	Governor
	Bob Pickles	Governor (To 7.30pm)
	Judy Peck	Staff Governor

IN ATTENDANCE	Sarah Glasspool	Executive Director, Finance, Resources & People Performance
	Andrew Russell	Executive Director, SSSR
	Natalie Watt	Clerk to the Corporation
	Katharine Patel	Buzzacotts (Item 14 only)
	Chris Dearnley	FEC Observer

STANDING AGENDA ITEMS	Action By
<p>1. Action in the Event of Fire</p> <ul style="list-style-type: none"> • The Clerk confirmed to Members that they were individually responsible for their fire evacuations arrangements as the meeting was being delivered via ZOOM. Noted. 	
<p>2. Welcome & Apologies for Absence</p> <p>Welcome – The Chair welcomed Judy Peck to the meeting following the ratification of her appointment.</p> <p>Apologies Jeanette Bell</p>	
<p>3. Declarations of Interest</p> <ul style="list-style-type: none"> • The Chair of the Corporation also holds the position of Chair of Orbital South Colleges. • Melanie Harding - Department for Education, Project Director for School Rebuilding Programmes • Dr Andrew Gilchrist declared that he is a Governor at Croydon College. 	
<p>4. Notification of Any Other business</p>	

- Ratification of the **appointment of Judy Peck as the Academic Staff Governor** following the recent election process.

Appointment unanimously APPROVED.

5. PART ONE Minutes of the meeting held on the 20th October 2021

- The Chair advised the meeting that grammatical corrections had been accepted and that the final version would be amended accordingly.
- Subject to the above the minutes were APPROVED as a true and fair reflection of the meeting. It was agreed that the minutes would be signed in due course when circumstances allowed.

Clerk

Minutes APPROVED.

6. Matters Arising from the meeting held on 20th October 2021.

- Governors' Newsletter – The Clerk informed the Board that a Governors' Newsletter would be emailed at the start of the new term to welcome Governors back, due to the volume of emails recently circulated. Noted.

Clerk

STRATEGIC REPORTS

7. Principal & CEO Report. - Presented by the Principal & CEO.

Items discussed:

- Members noted the update on COVID and the actions being taken in College to minimise risks to Staff and Students.
- Members welcomed the move to a ZOOM meeting for the Corporation as a further mitigating factor in the COVID arrangements.
- Discussion followed on the key points identified in the executive summary. The Principal & CEO provided an update on enrolment numbers and confirmed that R04 final figures were 1381 which is a slight increase on the reported figure of 1368. Over the last three years there has been a small but improving trend on enrolments. Noted.
- The Principal & CEO also reported on the destinations of those Students who had left since the start of Term, it was noted that further details on previous years' student destinations had been included in the SAR at the request of the Chair of the CPR Committee.
- Members queried the impact of the A level grades given in schools and the potential effect on students. The Principal & CEO informed the Board that 17 students had joined the College from A level courses in schools since 1 November 2021. Discussion also followed on the success of the taster sessions and the strong enrolment performance and subsequent boost to figures was noted.
- The Principal & CEO provided an update on the Youth Hub and drew Members attention to this in the report. Discussion followed on the ambitious targets. The Executive Director SSSR confirmed that on the current trajectory, the targets for the Youth Hub would be achieved by May 2022.
- Members challenged the SLT on what the impact of poor performance would be. The Executive Director SSSR informed the Board that there was the potential for several years of funding if the partnership was successful. The key to securing this would be the achievement of targets in the first year.
- Members discussed the business case submitted for the Adult Education Budget (AEB) and congratulated the Senior Leadership Team on the successful outcome. The Principal & CEO confirmed that the impact of the decision would reduce the end of year operating deficit by £247k and improve the cash position as there would now be no resulting clawback in the current year.

- Members noted the update on the link governor scheme.
- Members challenged performance on functional skills and discussion followed on the interventions and monitoring measures that were in place. The Principal & CEO confirmed that some progress had been made but that rigorous monitoring and intervention was still needed to ensure that all targets were met in these areas.
- The Principal & CEO confirmed that the focus on this area of provision was being maintained and that evidence to support this had been provided at the SAR validation meeting.
- The Principal & CEO drew Members' attention to the proposals for appointing Student Governors. Member's endorsed the proposal to make the role more inclusive.
- Discussion followed on the key items of news for the Autumn term identified in paragraphs 34-42 of the report and acknowledged the hard work and commitment of staff during a challenging term.

Report RECEIVED.

**Judy Peck – Academic Staff Governor was invited to join the meeting. The Chair welcomed Judy to the meeting.*

8. Strategic Plan & College KPI Report – Presented by the Principal & CEO.

Items discussed:

- The Principal & CEO confirmed that the report reflected the improving financial health of the College, a key priority for the Corporation over the last 2 years.
- Members were informed that feedback had been sought from staff and that the comments and feedback from the Governors' Development Event in October had also been considered and included into the final draft versions of the reports presented.
- Members were advised that following the feedback, the structure of the key performance indicators has also been changed.
- Members were informed that each performance indicator now had an underpinning set of indicators, which were being used by management to monitor and drive forward work to achieve the targets set.
- Members queried whether sustainability had been included as an area for monitoring. The Principal & CEO confirmed that sustainability performance indicators had been included within the area of estates and curriculum specifically and were shown on page 5 of the report.
- Members requested that future reports show more detail to enable Governors to drill down into the performance of areas by level. It was noted that Functional skills (FS) requires improvement and remains below national average at 60.9%.
- Members queried whether more forensic analysis of the functional skills could be completed and split out from the overall performance. The Principal & CEO confirmed that this had been addressed in the final SAR.
- The Principal and CEO directed Members' attention to page 5 of the report where a traffic light system had been applied to the KPIs.
- In summary the Principal & CEO confirmed that the out-turn on the Key Performance Indicators (KPIs) for 2020/21 demonstrated that the College has sustained good performance overall.
- The Senior Leadership Team had reported previously on the pockets of poor performance in some areas such as Functional Skills and Apprenticeship

programmes. All areas of poor performance had focussed improvement plans in place to ensure improvements during the coming year.

- Members sought clarification on the destination percentages reported and the Principal & CEO confirmed that the KPI referred to internal progression between levels.
- The Principal & CEO presented the updated Strategic Plan. Members noted the revisions to the new strategic aims (5 reduced from 6) and to the Vision and Mission.
- Discussion followed on the need for the Corporation to be able to monitor performance against the plan throughout the year. The Principal & CEO confirmed that it was recommended (following the FEC visit in November) that the SLT cross reference (as appropriate) the KPIs in the detail of Corporation reports going forward.
- Members sought clarification on the percentages reported in the KPIs and the Principal & CEO confirmed that the 78% referred to internal progression between levels. Noted.
- Following further discussion, the Corporation noted the outcomes of the KPIs in 2020/21, the key strengths, the areas for development and the areas of particular concern.

The Report was RECEIVED and the recommendations to approve the KPIs for 2021/22 and the updated Strategic Plan 2021/26 were APPROVED.

9. Self-Assessment Report (SAR) 2020/21 & College Improvement Plan 2021/22. - Presented by the Principal & CEO.

Items discussed:

- The Principal & CEO outlined the process for the completion of the SAR and validation panel.
- The Principal & CEO thanked the three participating Governors for their input and hard work.
- Members of the Corporation endorsed the proposed grades and confirmed that the external panel member, who attended the validation, had also endorsed the grades proposed for approval.
- The Chair of the Curriculum Performance & Review Committee expressed her appreciation, on behalf of the validation panel, for the hard work and commitment from the Director of Quality on the final SAR document.
- Members also requested that their appreciation for the high quality and excellent input from the Independent Panel member be passed on as appropriate. Noted.
- Members noted and discussed the summary of the key strengths and key areas for development arising from the self-assessment process.
- Members noted that the College Improvement Plan outlines the key areas for improvement for 2021/22 and that it is also aligned to the new strategic aims.
- The Chair of the CPR Committee requested that a clarification sentence be included at the end of the SAR, identifying and confirming the progress that had been made since the College had received the notice to improve was needed. Agreed.
- The Principal & CEO confirmed the recommended grades below for 2020/21:
 - Overall Effectiveness **Good**
 - Quality of Education **Good**
 - Education Programmes for Young People **Good**
 - Adult Learning Programmes **Good**
 - Apprenticeships **Requires Improvement**
 - High Needs **Outstanding**
 - Behaviours & Attitudes **Good**

Principal & CEO

Principal & CEO

- Personal Development **Good**
- Leadership & Management **Good**
- The Principal & CEO confirmed that the College had self-assessed as GOOD for 2019/20 and 2020/21.

The Report was RECEIVED and the recommendations APPROVED.

10. Learner Voice – Presented by the Executive Director SSSR.

Items Discussed:

- The Executive Director SSSR summarised how the College captures the learner voice and drew Members' attention to paragraphs 1-4 of the report.
- Members were informed that going forward the learner voice process will be led by the Quality and Standards Team, to provide a more objective view of the student experience, independently of the Curriculum areas.
- The Chair emphasised the need to have the process in place asap so that the Student Governors could be appointed. It was agreed that they would also be invited to report direct to the Board once in post.
- Members noted the detailed findings in the report and discussed the behaviour presented by students and the challenges on a geographically large site at Weybridge.
- Members noted that more development of the careers process had been identified and were assured that the improving picture would be sustained in this area.
- The Executive Director SSSR also informed Members that he was establishing an employers' forum. It was agreed the date of this would be circulated to Governors should any wish to attend.
- Discussion followed on the work undertaken by the College, particularly in relation to the local schools. The Principal & CEO confirmed that she has established a positive relationship with Chertsey High School and that the Headteacher had been to visit the College.
- The Executive Director (SSSR) assured the Corporation that more targeted work had been planned for the remainder of the coming year to engage local schools.
- The SLT confirmed that, where at all possible and in compliance with COVID regulations, pupils from local schools were encouraged to come and visit the College.
- Discussion followed on the need for continued focus on the preparation for T levels. The Principal & CEO confirmed that scoping meetings with the ETF had taken place and that a draft implementation plan had been put in place.
- The Executive Director SSSR advised the Corporation that marketing and development of the T levels was underway and employer links were being investigated. It was noted that a link Governor had also been appointed to help support the College in developing further employer links.
- The Principal & CEO confirmed that the Estates Advisor and Capital Project Team were also involved in discussions regarding any potential capital works that may need to be undertaken to facilitate the courses.
- The Principal & CEO also updated the Corporation on the work she had undertaken on developing external partnerships during the Autumn Term.
- The Chair expressed his appreciation on behalf of the Corporation for all the hard work undertaken to strengthen external links with employers and other stakeholders.

Exec.Dir.
SSSR.

Report RECEIVED.

11. Safeguarding – Presented by the Safeguarding Link Governor.

Items discussed:

- The Safeguarding Governor advised the Corporation that she had attended regular meetings on line.

- It was noted that the reports had improved in both content and format and were much improved.
- Discussion followed on the mental health challenges facing the college.
- Members were also informed that a complaint had been received. Subsequent investigations revealed that the matter raised was relevant to Health and Safety and NOT safeguarding.
- The Principal & CEO reminded Governors that the Director of Quality & Standards had informed the Corporation that the ETF provided PREVENT training alongside a suite of other on-line options. Following discussion, it was agreed that a link to the training would be circulated.
- Discussion followed on DBS checks. The Clerk to the Corporation confirmed that those outstanding were in hand and would be completed prior to on-site visits and meetings resuming.
- Discussion also followed on whether the clearances needed to be obtained each year. The Principal & CEO agreed to investigate what the process was in College, in relation to staff. It was agreed that the same process should be applied to Governors in principle and should not be more onerous for governors.
- It was proposed that the suite of on-line courses offered to staff would be reviewed and set up for completion of Governors. As some previous records could no longer be located it was agreed that a roll out programme would be established for the coming term.
- Members challenged the SLT on their inclusion of sexual harassment training alongside safeguarding. The Executive Director SSSR confirmed that training had been rolled out for staff and students. It was noted that this roll out also needed to include Governors.
- Discussion followed on the referrals reported on page 6, the increase in reporting and the potential reasons for this. Members were advised that 'My Concern' was a software tool, that had been deployed and was well received by staff. The software improved the reporting process for all concerned.
- Members also noted that the challenges for students returning after a long absence were also significant.

Clerk

Clerk

Report RECEIVED.

12. Risk Management Report & Risk Register – Presented by the Executive Director Finance, Estates and People Performance.

Items discussed:

- Members' attention was drawn to the current high risks identified in the report.
 - Funding Clawback
 - Disposal of Land
 - Potential Cyber attack
 - Reputational impact of Apprenticeships
 - Climate
- Discussion also followed on the risks associated with competition for students, the impact of COVID19 and the loss of key staff.
- The Chair of the Audit Committee advised the Board that the target dates had been missing from the report received at Audit but that these had now been completed.
- The Principal & CEO addressed the concerns raised on the challenges of recruiting key staff and advised the Corporation that there was a national issue for recruiting in some areas of the curriculum in particular.
- Members were assured that the SLT were keeping a watching brief on the risk.
- Members raised the risk of a potential cyber-attack. The Principal & CEO confirmed that Logixx (IT Support) had been working on strengthening this area and Phase 1 of the work had been completed.
- Members were advised that in future years the EFSA would require evidence that safeguards were in place to protect colleges against cyberattacks. Noted.

- The Principal & CEO assured the Board that this risk had been addressed. An internal audit had been completed which focussed on this area and risk specifically.
- Phase 1 and all urgent recommendations had been completed. The second phase of the action plan was underway and involves testing levels of compliance across the college. Noted.

Risk Report RECEIVED.

FINANCIAL REPORTS

13. **October Management Accounts** – Presented by the Exec. Dir. Finance, Estates and People Performance.

Items discussed:

- The Executive Director confirmed to the Corporation that there was an expected forecast operational deficit of £10k for 2021/22 against a budget of £93k surplus.
- Members noted that detailed discussion had taken place at the Resources Committee regarding this outcome. Members were also advised that the cashflow was showing the lowest balance of £700k in early April as previously reported.
- Members were also informed that since these management accounts were compiled, the College had been notified that the full allocation for AEB for 2020/21 would be received following the successful submission of a business case by the College.
- The Executive Director confirmed that at this stage therefore the deficit for 2020/21 had now been reduced by £247k. Members were advised that the cashflow presented does not take this into account.
- The Corporation were informed that the November Management Accounts would reflect the position post notification of the outcome detailed above and would be circulated asap.

The Management Accounts for October 2021 were RECEIVED and APPROVED.

**Katharine Patel, Buzzcotts Financial Statements Auditors joined the meeting for Item 14.*

Exec. Dir.
Fin.Res.&
PP.

COMMITTEE REPORTS AND MINUTES

15. **Search & Governance Committee Part One.**

15i Minutes of the meeting held on 2 November 2021 – RECEIVED.

15ii Verbal Report of the Chair of the Committee

- The Chair of the Committee summarised the key areas of activity and work the Committee had undertaken and endorsed the reports approved and recommended by the Committee to the Corporation.

Report RECEIVED.

15iii Governance Update Report 2021/22 – Presented by the Clerk to the Corporation.

Items discussed:

- The Clerk presented the reasons for the proposed reduction of the overall Independent Governors and confirmed that this had no impact on the current terms of office of serving Governors. Members also sought clarification that the number could be amended as needed in the future. This was confirmed.
- The recommendation to **reduce the Corporation from 20 to 18 was APPROVED.**
- The Clerk presented the summary on the proposals for the recruitment and election of 2 Student Governors. Members noted that the proposals had also

been raised by the Principal & CEO and the Executive Director of Student Support & Stakeholder Relationships. The proposals to broaden the role to include all eligible Students was **APPROVED**.

- The Clerk noted that the ratification of Judy Peck as academic staff governor had been addressed earlier on in the meeting. **Appointment APPROVED.**
- The Chair of the Audit Committee confirmed that he had spoken with the prospective External Co-opted member for the Audit Committee. The Clerk confirmed that normal induction and appointment protocols would be applied to the appointee.
- The recommendation to appoint **Mr R Parish as an External Co-opted member was APPROVED.**
- The Clerk confirmed that a draft role description was being developed with the assigned Governors. Members expressed their appreciation to Melanie for undertaking the additional role.
- The recommendation to appoint Ms Melanie Harding as the **Sustainability Link Governor was APPROVED.**
- The Clerk confirmed that the changes proposed in the Standing Orders and Terms of Reference had been discussed and were recommended by the Search and Governance Committee (which consisted of all of the Committee Chairs) for approval.
- As the format was also amended as per the Committee's request it was agreed that the new Terms of Reference would be circulated for information at the meeting of each Committee scheduled for the following term.
- The revised Standing Orders and Terms of Reference were **APPROVED.**
- The Clerk informed the Corporation that the Resources Committee had considered the membership and skills needed to populate the Estates working group. It was agreed that as Chair of the Commissioning Committee the Working Group should be chaired by the Chair of the Resources Committee.
- It was agreed that the first meeting of the Estates working group would be convened early in the New Year to establish and approve methods of working and terms of reference.
- The formation of a task and finish, Estates Working Group, reporting to the Resources Committee was **APPROVED.**

Principal & CEO and Clerk

Clerk

Principal & CEO and Clerk

Report RECEIVED and Recommendations APPROVED.

15iv Governors' Self-Assessment Report and Quality Improvement Plan 2020/21

- The Clerk presented the report. Members **RECEIVED** the Quality Improvement Plan for 2020-2021.
- Following a brief overview by the Clerk and confirmation that the self-assessment detailed findings would be subject to further scrutiny at the Search and Governance Committee, the **self-assessed grade of GOOD for Governance was APPROVED.**
- Members noted the points raised by the Clerk. It was agreed that further work on developing an operational and strategic approach to developing Governance would be a subject for consideration at the next Search and Governance Committee meeting.

Clerk

Report RECEIVED and Recommendations APPROVED.

15v Governors' Attendance

- The Clerk presented the report. Members' attention was drawn to the additional attendance and support provided by Governors at paragraph 4.
- The Clerk requested that any attendance at or for the College be logged on a Governor's Impact Form. It was agreed that these forms would be circulated regularly and used to build an evidence portfolio during the course of the year, to demonstrate Governors' impact and contribution.

Clerk

- Members noted the considerable time and additional work undertaken by the Chair of the Corporation and expressed their appreciation for his hard work and commitment.
- This was seconded by the Principal and CEO on behalf of the College and Senior Leadership Team.
- The Clerk drew to Members' attention the performance indicators discussed by the Search and Governance Committee.
- The Key performance Indicators were APPROVED.

Report RECEIVED and Recommendations APPROVED.

16. Audit Committee Part One

16i Minutes of the meeting held on 9 November 2021 – RECEIVED.

16ii Verbal Report of the Chair of the Committee

- The Chair summarised the work of the Committee during the course of the term.
- Members' attention was drawn to the summary of work that TIAA would now be completing to facilitate the signing off of the Financial Statements. Noted.
- The Chair noted the Committee had welcomed the appointment of a sustainability governor.

Report RECEIVED.

17. Curriculum Performance & Review Committee Part One

17i Minutes of the Meeting held on the 15 November 2021 – RECEIVED.

17ii Verbal Report of the Chair of the Committee

- The Chair informed the Corporation that the Committee had significant input into the validation event. The notes from the panel are attached under the Part Two agenda of this meeting for additional detail and assurance regarding the level of scrutiny applied to the SAR. It was noted that the validation panel took place prior to the Committee meeting.

Report RECEIVED.

17iii Link Governor's Verbal Update

- The Link Governor reported on the positive experience. Discussion followed on the benefits of the scheme but also on the need to review the pilot to ensure that it was fit for purpose.
- Members expressed concern that too much staff time could be taken up with delivering to the needs to the link Governors and that it would be a better use of resources if link Governors could be linked into existing lessons and activities.
- Members also noted that they were able to attend additional events and performance reviews IF enough advance warning as given.
- It was also proposed that the dates for the performance reviews would be circulated as early as possible in the new year. Agreed.
- Members discussed the reinstatement of learning walks. The Principal & CEO confirmed that moving forward she would meet with the link Governors involved in the pilot scheme and will bring a report back to the CPR Committee with proposals for Governor engagement encompassing the link Governors scheme. Learning walks and on-site visits.
- The Chair of the Corporation commented on the value of Governors experiencing, a range of curriculum areas through the performance reviews rather than focussing on one.
- Discussion followed on the need for governors to balance their role in terms of strategic oversight against in depth knowledge of the curriculum delivery and student experience.

Principal &
CEO

- Members commented on the excellent opening event held for the new Hairdressing Salon and welcomed the interaction with Students and the ongoing links with professionals and employers.
- The Academic Staff Governor informed the Board that she had a lesson that had been filmed, and once the appropriate permissions had been received it could be circulated. It was agreed that the format for this would be considered and the film circulated in the New Term. Agreed.
- The Principal & CEO informed the Board that a Governor with specific skills had been invited to meet with a member of the SLT to consider the current strategy for employer links. The Principal & CEO confirmed that an update on this arrangement and any results and impact would be fed back in due course. Noted.

Clerk

Principal & CEO

The Report was RECEIVED.

18. Resources Committee Part One

18i Minutes of the Meeting held on 24 November 2021 – RECEIVED.

18ii Verbal Report of the Chair of the Committee

- The Chair of the Committee expressed his appreciation for the strong performance of the Executive Director Finance, Estates and People Performance and her support and reporting to the Committee during a challenging term.
- The Chair of the Committee informed the Corporation that the Committee has been able to refocus on forecasting and contingency planning and engage more positively than in previous terms due to developments in monitoring and reporting.
- Members sought clarification on Item 13 of the Resources Committee Minutes and sought additional information on how missed lessons and the use of staff to cover vacancies was being monitored.
- The Chair of the Committee confirmed that the Resources Committee reviewed the impact on budgets for the use of agency staff not the percentage of lessons not delivered or missed.
- Following discussion, it was agreed that the Risk Management Group would consider the need for monitoring of long term sick and its impact on the student experience, at its next meeting and report back to both CPR and Resources Committees in due course.

Principal & CEO

Report RECEIVED.

18iii College Policies & Business Continuity Plan for Approval – Presented by the Executive Director Resources, Estates & People Performance.

Items discussed:

- The Executive Director assured Members that the changes proposed were to reflect the change in roles and responsibilities. No significant policy changes had been made.

Report RECEIVED and recommendations APPROVED.

19. Any Other Business

20. Date of Next Meeting

- **Wednesday 30 March 2022 at 6pm Venue and delivery method to be confirmed.**

Signed By: _____

Date: _____