

CORPORATION
PART ONE

DATE: WEDNESDAY 30 MARCH 2022

PLACE: Via ZOOM

TIME: 6pm

PRESENT:	Andrew Baird	Chair of the Corporation
	Fred Gray	Chair of Resources Committee
	Mary Hughes	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 (attended to 8pm)
	Lee Chantry	Staff Governor (Part One and Part A of Part Two only)
	Dr Andrew Gilchrist	Chair of Audit Committee
	Bob Pickles	Governor
	Jeanette Bell	Governor
	Paul Stedman	Governor

IN ATTENDANCE	Sarah Glasspool	Executive Director, Finance, Resources & People Performance
	Andrew Russell	Executive Director, SSSR
	Sarah Clancy	Director of Quality & Standards
	Natalie Watt	Clerk to the Corporation
	Paul Mittendorfer	FEC Observer

STANDING AGENDA ITEMS	Action By
<p>1. Action in the Event of Fire</p> <ul style="list-style-type: none"> The Chair confirmed to Members that they were individually responsible for their fire evacuation arrangements as the meeting was being delivered via ZOOM. Noted. 	
<p>2. Welcome & Apologies for Absence</p> <p>Apologies Nicholas Woolf OBE, Judy Peck.</p>	
<p>3. Declarations of Interest</p> <ul style="list-style-type: none"> Andrew Baird - 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. Bob Pickles - Governor South London Orbital Colleges Group 	

4. **Notification of Any Other business**

None

5. **PART ONE Minutes of the meeting held on the 15th December 2022**

- 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 15th December 2022.**

- **Minute 5 – Outstanding Minutes to be signed** – The Search and Governance Committee agreed that all minutes should be signed. Corporation and Resources Committee had been completed. The remaining Committee approved minutes would be signed during the Summer Term 2022. Noted.
- **Minute 6 – Governors’ Newsletter - circulated January 2022**
- **Minute 9 – Self Assessment** – Editorial changes requested completed
- **Minute 10 – Employer Forum** – Some meetings have been held but a schedule of meetings will be circulated asap for the Summer Term - ACTION
- **Minute 11 – Safeguarding Training** – New approach to training ETF programme to be signposted again.
- **Minute 13 – Management Accounts** – Revised format used as recommended by the FEC.
- **Minute 15iii – Role Descriptors** – Roles revisited and expanded and descriptors to come to May S&G Cttee meeting for approval.
- **Minute 15iii - EWG** – The Estates Working Group has been set up and is holding monthly meetings.
- **Minute 15iv – Governor QIP** – On agenda for approval
- **Minute 15v – Governor Attendance** – Governor Impact Forms are being completed.
- **Minute 17iii – Lesson Observations** – Virtual lesson film circulated January 2022.
- **Minute 17iii - Strategy for Employer Links** – Employer/careers role descriptor to be drafted for S&G Cttee approval.
- **Minute 18iii – Risk Management Group** – Impact of long term sickness to be considered and reported back in due course – WIP.

EDSSSR
Clerk

Clerk

EDFR&PP

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.
- The Principal & CEO drew Members’ attention to the summary on the front sheet which highlighted the key points of the report.
- The Principal & CEO drew Members’ attention to the new appointments identified at Paragraph 4 of the report. The Corporation was advised that a handover had already taken place. An interim appointment had also been made to ensure continuity of leadership in key areas until Graeme Baker started in May 2022. Noted.
- Members noted that the achievement data was broadly in line with the forecast at 86% but slightly below target of 87%. The Principal & CEO confirmed that 4

areas remained in supportive intervention and that monthly meetings to monitor progress were established. The Principal & CEO noted that progress was being made in most areas and that further intervention and support was needed for English and maths. Members were reminded that the FEC team are scrutinising progress in Apprenticeships. Performance in this area is forecast to improve.

- Discussion followed and it was agreed that the impact of COVID would be an additional risk to Students achieving in this first-year post lock down. The Corporation noted the update on T Levels and the proposals to launch 3 pathways in 2023. The Principal & CEO informed Members that the planned training and development session for Governors, had to be postponed due to the impact of COVID, however, delivery of this material was still planned for the Summer Term.
- The Corporation noted the update on SEND provision at paragraph 17 and the anticipated submission of a bid by Friday. The funding allocation increase identified in paragraph 20 was also welcomed. Brief discussion followed on the AEB, for which the outcome is forecast at 74% of the allocation. The Principal & CEO confirmed that enrolments in this area would be continuing.
- The request to commission the local needs assessment report was APPROVED.
- Members noted the detail of the funding changes in paragraphs 24-26. The Principal & CEO informed the Corporation that the money raised on red nose day had been reported in-correctly. The day had been organised by the Early Years Team and not Health and Social Care, Noted.
- The Corporation noted the proposed sharing of good practice. The Principal & CEO drew to Members' attention the specific endorsement sought by the CPR Committee for the commissioning of a curriculum review.
- Members' attention was drawn to the published guidance from the DfE report in July 2021 that sets out the key principles to enable governing bodies of institutions within the further education sector, to comply with their duty under a new section 52B of the Further and Higher Education Act 1992, to review provision in relation to local needs, as proposed in the Skills and Post -16 Education Bill (Appendix 1).
- The report was tabled at CPR in March for discussion. Following discussion, it was agreed that the CPR Committee would approve the recommendation that the College commissions an external review of the College Curriculum Plan for 2022/23, to assess if the curriculum plan for 2022/23 is meeting local needs, and in particular local employment needs. It was further agreed that the Corporation would be advised the outcome of the review, and it would consider publishing the report on the college website.
- Members sought information on how this exercise would be undertaken, the cost and the benefits. The Principal & CEO discussed the different approaches adopted in the sector. The Corporation was advised that following feedback from East Surrey College, who were very happy with the information and outcome, it was proposed to mirror their approach. The costs were expected to be approximately £2k.
- Discussion followed on the need to develop provision in SEND areas and discussion on the proposed capital build for this area followed. Members also discussed the need to focus on T levels. Noting the challenge for the SLT in continuing to develop a curriculum that was fit for purpose.
- The Principal & CEO confirmed that curriculum planning would be key in underpinning and driving the estates strategy and development and assured the Corporation that this would be addressed.
- Members of the Corporation identified some innovative curriculum development at Redcar and Cleveland College. This was reported at the AoC

Principal & CEO

Principal & CEO

sustainability conference attended around clean energy and emphasised the need for the sustainability focus and agenda to be a focus for the future curriculum development. The Principal & CEO agreed to look into this further.

Report RECEIVED and Recommendation APPROVED.

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

Items discussed:

- The Principal confirmed to the Corporation that the report had been structured to address the strategic aims 1 to 5 of the Strategic Plan for the College.
- Links to specific key performance indicators had been identified to support this more robust reporting. Noted. Member noted the need for additional focus identified on page 5 for the CPR Committee.
- The Principal & CEO confirmed that she had assured the CPR Committee that more focus on attendance would be undertaken as this area required further development using the MIS systems now in place.
- It was noted that this was an area under constant scrutiny by the CPR Committee.
- The Corporation discussed the challenges facing the sector nationally and the context in which attendance performance was being measured. It was agreed and noted that there were still significant residual issues from the impact of the pandemic.
- It was noted that students would need additional support and monitoring for some time.
- Members noted the update on pages 8 and 9 for AIM 2. The Principal & CEO confirmed that the staff survey referred to under AIM 3 supported the proposals to be addressed under pay in part two of the meeting.
- It was noted that staffing costs in AEB under AIM 4 were now at 64%. Members noted the remainder of the report including the reasonable progress against the sustainability agenda reported.

Report RECEIVED.

9. Teaching and Learning Report – Presented by the Director of Quality & Standards.

- The Corporation was provided with a detailed summary of the report. Members noted that paragraph 10 referred to the improved attendance in English and maths and welcomed the more positive engagement evidenced in the classrooms.
- Members noted the areas of strength identified in paragraphs 22 and 23 and focused on the areas requiring additional support in paragraphs 30-33.
- The Principal & CEO confirmed that the College would be launching the ETF professional standards programme in the Summer Term and more feedback on this would be given at the July Corporation. Noted.
- The Principal & CEO also informed the Corporation that a new post for Head of teaching and Learning had been created and it was anticipated that this role would have a significant impact.
- Members queried the funding of the role and were informed that it was within the existing budget parameters. Members of the Corporation provided anecdotal feedback on their experiences during the Teaching and Learning visit day at the College.
- The Staff Governor was invited to comment and indicated how inclusive the whole experience had been and expressed his appreciation for the time given and the welcome debate and challenge at the feedback meetings.
- Members requested that a similar day be included in the annual schedule of development events for the future. Agreed.

Dir. Of
Quality &
Standards.

- Members challenged the Director of Quality & Standards on the steps that were being taken to improve maths in particular. Members were informed that attendance in maths and English was monitored weekly at the SLT meetings.
- Professional collaboration had also been established with Basingstoke College who had overcome similar challenges with the use of Sentry Learning software.
- Members emphasised the need for feedback to key staff on best practice. The Principal & CEO assured Members that best practice dissemination was built into all feedback to staff.
- The Director of Quality & Standards confirmed that Heads of Learning were attending performance meetings and an improved pace of improvement had been noted.
- Members noted that this was a perennial problem that faced Colleges and was an area of constant scrutiny by the CPR Committee.
- The Principal & CEO confirmed that, following learning walks, specific development plans were devised and coaches identified to go into specific classes to provide support to individual teachers.

The Report was RECEIVED and the recommendations APPROVED.

10. Safeguarding – Presented by the Safeguarding Link Governor.

Items discussed:

- The Safeguarding Governor advised the Corporation that she had attended regular meetings of the Colleges Safeguarding team.
- The ongoing and significant concern on the high level of mental health issues reported and referral rates continued to increase.
- Discussion followed on the increased anxiety for students and staff around the relaxation of Covid rules and restrictions. The Corporation were advised that the College was working hard to provide wraparound care.
- A network of mental health ambassadors was being identified and additional training had been identified. The update at paragraph 12 referring to the improved capacity within the College for dealing with safeguarding was noted.
- Members acknowledged the circulation of the links for the training offered on consent.
- The Principal & CEO confirmed that this was being undertaken by all staff as part of mandatory training.
- Members requested that the format for the report be reconsidered. The inclusion of the information directly from the system was not translating well.
- It was noted that the headings did not match and made it challenging to see where the number of reports had increased in specific areas.
- It was agreed that the EDSSR would review the format and re circulate the graphs post meeting. Noted.

EDSSR

Report RECEIVED.

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

Items discussed:

- Report and format summarised. Attention was drawn to the key risks identified in the report. Noted that the only increase this term was in the loss of key staff.
- Additional resource had been employed to support the HR team with recruitment on a temporary basis.

Risk Report RECEIVED.

12. Management Accounts – Presented by the Executive Director of Finance, Resources & People Performance.

Items discussed:

- The Corporation noted the reported position on the year to date performance which showed an operating surplus of £113k year to date.
- The Corporation noted that this is £66k more than the budgeted surplus of £47k.
- However, the forecast for the end of the year shows £74k deficit, £167k less than the budgeted surplus of £93k.
- The Corporation noted the reasons for this detailed in the report.

Management Accounts RECEIVED.

COMMITTEE REPORTS AND MINUTES

15. Search & Governance Committee Part One.

15i Minutes of the meeting held on 8 March 2022 – 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.
- The Chair of the Committee drew Members' attention to the approvals being recommended by the Committee and the detail in the Clerk's report, which reflected the scope of work undertaken and considered by the Committee in the Spring Term.

Report RECEIVED.

*Jackie Pearson and Paul Stedman signed out of the meeting and were placed in the waiting room for the following item.

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

Items discussed:

- The Clerk to the Corporation advised the Corporation of the recommendation by the Search and Governance Committee to re-appoint Jackie Pearson for a further term of office. The Chair of the Corporation provided a summary of the work and additional responsibilities and significant support and challenge provided by Jackie for the benefit of new Members of the Corporation.

The Corporation unanimously APPROVED that Jackie Pearson be appointed for a 3rd Term of office.

- The Clerk to the Corporation advised the Corporation of the proposal to re-appoint Paul Stedman to a second term of office. The Chair of the Corporation provided a summary of the additional work and responsibilities that Paul had undertaken and his specific skill set which was particularly key at this stage of the Estates Strategy.

The Corporation unanimously APPROVED the re-appointment of Paul Stedman for a further term of office.

- The Clerk to the Corporation informed the Corporation that an election process for the 2 roles of Student Governors had now been completed.
- The appointment of Joshua Gregory and Samuel Dundas were therefore recommended to the Corporation for ratification.

The Corporation unanimously APPROVED and RATIFIED the outcome of the election and the appointment of Joshua Gregory and Samuel Dunas as Student Governors.

- Jackie Pearson and Paul Stedman were invited to return to the meeting and upon confirmation from the Clerk that they had done so the Chair of the Corporation congratulated them on their reappointment.
- The Chair of the Corporation thanked them on behalf the Corporation for their hard work and willingness to continue to serve the College.
- It was confirmed that the re-appointment terms would commence from July 2022 onwards.
- The Clerk to the Corporation invited Members to raise questions on the report circulated. Members sought clarification on the appointment of Strategic Link Governors and the Clerk confirmed the names of those appointed at Paragraph 13.
- Members noted the high attendance to date and welcomed the continuation of the use of ZOOM where appropriate. The Clerk confirmed that the Chair of each Committee had consulted with their Committee and that the following arrangements would be in place for the Summer Term:
 - Curriculum Performance & Review Committee – to be held via ZOOM
 - Search & Governance Committee – To be held via ZOOM
 - SPEC – On site
 - Resources Committee – On site
 - Estates Working Group – Via ZOOM
 - Audit Committee - Via ZOOM
 - Corporation – On Site
- The Corporation **RECEIVED** the updated Committee Membership
- The Corporation **RECEIVED** the updated Constitution
- The Corporation received and **APPROVED** the Governors' Quality Improvement Plan and noted the proposals to develop Governance further.
Report RECEIVED and recommendations APPROVED.

16. Audit Committee Part One

16i Minutes of the meeting held on 92 February 2022 – RECEIVED.

16ii Verbal Report of the Chair of the Committee

- The Committee welcomed Rick Parish, the newly appointed external co-opted member of the committee, and welcomed back Paul Stedman who was returning from a sabbatical.
- The Committee noted that the Estates Working Group had been established.
- Jordi Garcia of LOGIXX had joined the meeting to discuss progress on actions arising from the Internal Audit report on Secure Remote Working, the Committee were satisfied with that progress.
- The Committee considered a report from Internal Audit on the Learner Number Systems, and the recommended actions contained therein.
- The Committee also reviewed the latest Risk Register and the Heat Map and agreed our updated terms of reference.

Report RECEIVED.

17. Curriculum Performance & Review Committee Part One

17i Minutes of the Meeting held on the 16 March 2022 - RECEIVED.

17ii Verbal Report of the Chair of the Committee

* The report was delivered by Barbara Spittle, who had chaired this term's CPR Committee meeting.

- The Corporation's attention was drawn to the range of items covered in the minutes. Members' attention was drawn to the concerns around the high anxiety levels felt by Students and Staff that came with the return to site. The Committee challenged the attendance levels but had been re-assured by the actions identified by the SLT in tackling it. The Corporation was advised that the Quality Improvement Plan had also been considered and it should be noted that achievement rates were forecasted to be slightly below the KPI target of 87%.
- The low-level behavioural challenges had also been discussed in detail and the employment of a Youth Worker to provide a higher profile presence on the campus to support learners was particularly welcomed by the Committee.
- The Teaching and Learning day, which a number of governors attended, was particularly well received.
- The Acting Chair of the Committee invited Members to provide feedback on the day. The feedback was unanimously positive. Members appreciated that they had a variety of experiences across a range of areas.
- The feedback sessions were felt to be informative and help develop challenge and confidence in their role.
- The inclusivity of the process was considered a key strength and the group participating recommended that this be undertaken at least annually. Noted.
- The Acting Chair of the Committee did note that some Members were unable to attend due to the short notice of the day and the SLT were asked to provide the dates more in advance in future. Agreed.

Report RECEIVED.

Director of
Quality &
Standards

17iii Link Governor's Verbal Update

- The Principal & CEO confirmed that link Governors had attended the College as appropriate.
- The Clerk to the Corporation confirmed that Governor Impact Forms were being completed to provide an evidence trail to support this interaction.

Report was RECEIVED.

18. Resources Committee Part One

18i Minutes of the Meeting held on 2 March 2022 – RECEIVED.

18ii Verbal Report of the Chair of the Committee

- The Chair of the Committee drew Members' attention to the minutes of the meeting and confirmed that the first review of the budget principles for the coming year had been considered.
- Members were advised that the Committee had pushed for more detailed information in the termly Health and Safety Report and this had been provided. The report was now considered to be much more informative and re-assuring.
- It was noted that the Management information System Report had been submitted and considered and the Committee had asked that this become a termly report.
- The Corporation were informed that there had been some initial challenges in rolling out the systems which the SLT had recognised and a number of actions had been taken to resolve these issues.

Report RECEIVED.

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

Items discussed:

Fees Policy

- Members welcomed the presentation of the policy with the amendments in draft which was helpful in identifying the proposed changes. Detailed discussion followed on the charges for re-sits and at what point payment for these was required.
- The EDFR&PP confirmed that re-sits were paid in advance. Lengthy discussion followed on the discretionary nature of the resits, the support from staff, the level of achievement and the challenges facing students who go through this process.
- Following further discussion Members of the Corporation expressed their concern that negative reinforcement was being used in terms of the application of the fees for those who failed re-sits.
- The Principal & CEO agreed to take the matter back for further review and provide context for the CPR Committee about what is considered best practice in the sector.
- Subject to this further discussion the Fees Policy was approved in principle.
- It was agreed that feedback on the outcome of the research and discussions would be notified to the Corporation in due course.

Principal &
CEO

Report RECEIVED and recommendations APPROVED.

31. Any Other Business

- No Part One items.

32. Date of Next Meeting

- **Wednesday 13 July 2022 at 6pm on site at the Weybridge Campus.**

Signed By: _____

Date: _____