

LEEDS COLLEGE OF BUILDING

CORPORATION MEETING

Minutes of the meeting held on Tuesday 28 March 2023 at 4.00pm, Meeting Room 1, North Street / Microsoft Teams.

PRESENT:

Peter Norris (PN) Chair
Elaine Armitage (EA)
James Dunford (JD)
Wasim Feroze (WF) (*attended via Microsoft Teams*)
Debbie Forsythe-Conroy (DFC) (*attended via Microsoft Teams*)
Rachel Lindley (RL) (*attended via Microsoft Teams*)
Caroline Meehan (CM)
CJ Montgomery (CJM)
Katherine Naisbitt (KN)
Mick Norton (MN)
Derek Packer (DPa)
Mark Roper (MR)
Matthew Shields (MSh)
Sarah Wilson (SW) (*attended via Microsoft Teams*)

ATTENDANCE: 14 / 16 = 86% (KPI 80%) Cumulative attendance: 66 / 82 = 80%

IN ATTENDANCE:

David Pullein (DP) (Vice Principal – Finance & Resources)
Steve Connell (SC) (Assistant Principal – Study Programmes)
Liam Mogan (LM) (Assistant Principal – Data & Employer Engagement)
Rob Holmes (RH) (Assistant Principal – Quality & Student Experience)
Chris Tunningley (CT) (Assistant Principal – Adults & Higher Education)
Sufyaan Akhtar (SA) (Student Observer) (*attended via Microsoft Teams*)
Jackie Wignall (JW) (Head of Human Resources) – Items 7 & 8
Karen Rolinson (KR) (Director of Governance)
Nancy Fearnside (NF) (PA to Strategic Leadership Team) (*attended via Microsoft Teams*)

**ACTION
BY AND
TARGET DATE**

1A) CHAIR & SUB COMMITTEE CHAIRS

Search & Governance Committee

DPa gave a brief update following the S&G Committee held last week. The key items discussed were: the Governance improvement Action Plan with some amendments recommended; review of College Governance Structure including a potential increase in numbers of Board members; Governor Skills Audit 2022/23 which received a 94% response rate; Internal Audit of Governance by ICCA week commencing 24 April 2023; the review of the AoC Code of Good Governance for English Colleges; Board membership and highlighting that community experience is important and the Director of Governance shortlisting / interviews. Appointment of a Vice Chair for S&G had been deferred for the time being.

Audit Committee

MSh gave a brief update following the Audit Committee meeting earlier today. The key items discussed were state sponsored cyber threats, disruption at two local colleges, Health & Safety presentation by JM, two successful audits – an ISO 145001 audit and an AEB Funding Assurance Review, compliments / complaints received (where complaints had reduced), Governance structure proposals including considering separate Finance & Audit Committees and reappointment of ICCA as Internal Auditors.

1A) CHAIR & SUB COMMITTEE CHAIRS UPDATE (continued)

PN proposed that the election of a new Chair / Vice Chair as brought forward in the agenda unless there were any objections. No objections were received.

PN stated that he had attended the recent AoC Chair / Vice Chair Seminar and the key issues discussed were the revised Code of Good Governance, ONS classification and lack of funding. He had attended the AoC North Governors Conference which EA had also attended. He recommended future events to Governors to attend if they could.

PN / KR had visited Calderdale College recently who had been happy to share ideas / structures etc. and he felt this had been a worthwhile exercise.

PN noted that KR's resignation as Director of Governance had been formally accepted and her last day would be 13 July 2023.

PN reported that SB (Staff Governor) had resigned from the Board due to personal circumstances and KR would commence the process to recruit another Staff Governor. KR stated that a new Student Governor would also be required as CJM was leaving at the end of the academic year.

KR
April 2023

PN informed members that due to personal circumstances he had taken the difficult decision to step down as Chair, although he would continue as a Governor. He confirmed this was nothing to do with the College or the direction of travel in relation to the College.

Rachel Lindley joined the meeting.

1B) PRINCIPAL UPDATE

On behalf of ND, KR reported the following:

- ND had attended an ETF session in London with a small group of Principals and DfE to look at ONS Reclassification and the implications. It's possible that a Labour Government could remove the Secretary of State's powers from the Skills Bill, which would allow for a return to the private sector, if they wanted to.
- ND had met Peter Lauener (ex ESFA chief and current chair of CITB) at the above event. He has asked ND to consider joining their board and is coming to the College to discuss collaborative working. He is still influential in Government and would stop the de-funding of L3 and stop funding L7 management apprenticeships if he was still in charge.
- ND met with Chair of Chamber of Commerce to discuss LSIP progress. Explained FE funding to him, and he has now commissioned an editorial written by the Chamber on the subject, to send to Government. Has agreed to also restructure the leadership group of the Chamber to focus on some priorities, education and skills being one, which will provide a direct voice back to the national Chamber.
- ND spoke at a panel event in Sheffield for the TUC on green skills and the challenges faced. Useful event – met an MP for Sheffield who wants to explore possible research options with us and a representative from WYCA who is leading on promotion of apprenticeships in Leeds – he is coming to the College to discuss how we can work collaboratively.

1B) PRINCIPAL UPDATE (continued)

- ND is working with WYCA on the Green Skills Fund which is exploring how we can expand the JAST model.
- Meeting with Stuart Andrew MP on Friday with Bill Jones from Leeds City College to lobby for funding.
- ND is attending a drinks reception today in parliament for Youth Build UK sponsors and patrons – lots of CEO level attendees from across construction.
- Secured a stall, a ticket and access for staff / students at UKReiff in May, along with sitting on a panel chaired by Tracy Brabin about women in construction. Over 6,000 attendees from large national and multinational organisations.
- 20th April – undertaking the Big Sleep Out for homeless charities (all donations welcome).
- 21st April – Rachel Reeves visit. Needs to be planned, as would like to invite JAST, LAA and others along to showcase the collaborative work that we are leading on, rather than just a tour of the College. Governors who wish to attend to let Nancy know.

PN commended ND for the activity that she is undertaking and felt she is doing an excellent job.

KN noted that she was also attending the UKReiff event and gave Governors an overview regarding it. KN stated that this was a really big event and a good opportunity to network. KN & CM requested information when ND would be presenting. KR confirmed that she would let them know.

KR
April 2023

DFC emphasised how important ND's work is on the Skills Strategy and congratulated her on the work she has been doing.

1C) GOVERNOR UPDATES / HORIZON SCANNING

There were no other updates.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Nikki Davis and Dave Russell.

19. ELECTION OF CHAIR & VICE CHAIR

Chair – KR noted that three nominations had been received, all for MR. *MR left the meeting at this point so that his nomination could be discussed.*

DPa asked whether MR had the time available to commit to the role in the long term in light of MR's previous comments and asked if this had been discussed with MR. PN stated that he had spoken to MR about this and he was happy that MR would be able to commit to the role as he had had a rethink and reduced his workload commitments.

CM proposed MR as Chair and EA seconded the proposal. It was agreed that MR would be appointed as Chair of the Board, effective from 1 April 2023 until 31 July 2025.

19. ELECTION OF CHAIR & VICE CHAIR (continued)

MR returned to the Board meeting and PN congratulated him on being appointed as Chair of the Corporation with effect from 1 April 2023.

Vice Chair – KR noted that two nominations had been received both for KN. *KN left the meeting at this point so that her nomination could be discussed.*

MR proposed KN as Vice Chair and PN seconded the proposal. MR noted that he had spoken to KN about the role and the time involvement. It was agreed that KN would be appointed as Vice Chair of the Board, effective from 1 April 2023 until 15 November 2025.

KN returned to the Board meeting and PN congratulated her on being appointed as Vice Chair of the Corporation with effect from 1 April 2023.

The Board approved the appointment of Mark Roper as Chair of the Board, effective from 1 April 2023 until 31 July 2025. The Board also approved the appointment of Katherine Naisbitt as Vice Chair of the Board, effective from 1 April 2023 until 15 November 2025.

3. DETERMINATION OF OBSERVERS / ATTENDEES

The Corporation agreed attendees / observers at the meeting as per the attendance list.

4. DECLARATION OF INTERESTS

Staff members declared an interest in Item 13.

5. MINUTES OF THE PREVIOUS MEETING

DFC clarified the Minutes and reference to a lack of Assessors in Minute 13c. LM confirmed that this related to external EPA Assessors, not College Assessors.

The minutes of the meeting held on 31 January 2023 were approved as a true and accurate record.

6. MATTERS ARISING

6.1 Ref Min 1A)

Letter from DfE sent to Governors and placed on Portal 20/3/23.

6.2 Ref Min 1A)

Update provided under Agenda Item 15.

6.3 Ref Min 1A)

Actioned – Agenda Item 15.

6.4 Ref Min 10 (13 December 2022)

Actioned – Agenda Item 7.

6.5 Ref Min 18 (13 December 2022)

Actioned – Agenda Item 11.

6. MATTERS ARISING (continued)

6.6 Ref Min 7A)

Actioned – Agenda Item 9.

6.7 Ref Min 7B)

Actioned – Agenda Item 7.

6.8 Ref Min 8)

No feedback received.

6.9 Ref Min 12

Actioned – Agenda Item 15.

6.10 Ref Min 13D)

Actioned – Agenda Item 16.

6.11 Ref Min 13D)

Actioned – Agenda Item 16.

6.12 Ref Min 16

Actioned – Agenda Item 19

PN asked that the two Governors that needed to complete the KCSiE declaration do so urgently.

KR
31 March 2023

7. A) ANNUAL STAFFING STATISTICS REPORT 2021/22 AND B) STAFF SURVEY REPORT 2021/22

JW presented Item 7 and gave a brief overview. The following points were noted:

- Historically the College has an ageing workforce, however there has been a slight shift to younger age bands, which is a positive trend.
- The Ethnicity Pay Gap has been reported for the first time although a full set of data is not available as the College does not collect this as part of the job application process. It has been agreed that once appointed the question will be asked of new recruits. A survey of existing staff has been previously issued but this did not gain any further information.
- The Gender Pay Gap continues to narrow and has done since 2017. JW noted that a female Electrical lecturer has recently been appointed, which is a good addition.

RL acknowledged the good results in the Staff Survey with Pride about the College and Leadership etc. particularly strong but noted a couple of areas were below on benchmarking and asked how these would be addressed. JW responded that results can fluctuate and that the annual survey will be sent out earlier in May this year and compared with previous results to see if these are still areas of concern. RL noted that it was helpful for staff to understand the consequences of completing the survey and giving assurances that poor results will be addressed.

WF felt that this was a really good report and it was good that the College was reporting on the Ethnicity Pay Gap although he acknowledged that this was not required by law. He noted that it was challenging gathering the data for this report. He noted that there were some positive results from the Staff Survey.

7. A) ANNUAL STAFFING STATISTICS REPORT 2021/22 AND B) STAFF SURVEY REPORT 2021/22 (continued)

WF stated that supporting College managers to reach Senior Leadership roles will be challenging. RH noted that two CLT members were attending the ETF programme 'Leading from the Middle' and he hoped that this programme would continue.

WF noted the economic inactivity in those over 50 and asked if this related to ill health. JW stated that the College did not have many people retiring through ill health and she would not draw comparisons as it appears that people are choosing to retire. She felt that the pandemic influenced people's choice when to retire. DP confirmed that SLT discuss succession planning and support staff where appropriate.

WF queried the numbers doing leadership training. JW responded that two were White British and one was of an ethnicity (other than White British). WF noted that there were lots of positive things happening but felt the College needed to do a lot more regarding this as the gap was widening compared to the community. JW agreed but felt it would take time.

The Board noted the Annual Staffing Statistics Report 2021/22 and the Staff Survey Report 2021/22.

8. UPDATE ON STAFFING / HR CHALLENGES

JW was happy to report that she had been able to recruit a Deputy Head of HR who was a great addition but that the Learning & Development role has not yet been filled. She reported that whilst the College was managing to fill some vacancies some posts continue to be a struggle. As reported earlier we have recently appointed a female Electrical lecturer but still need two more. She noted that recruitment difficulties remained an industry-wide issue.

There are currently around 40 vacant posts. The key support areas which are difficult to recruit to are Catering, Estates and Support Workers.

JW stated that there had been a bit more ill health in the College but there were no particular reasons for this. She said that some work that HR did highlighting the menopause was welcomed and more needed to be done on financial issues for staff etc. JW acknowledged that the recent pay award had been welcomed.

CT said that some promotional leaflets had been produced for Electrical and they were going to merchants to be distributed. He said that they were trying a variety of avenues to attract staff. He noted that some staff had left to go to other training providers.

SC stated that sometimes agencies are used but they are expensive and hit and miss. However, classes are kept going wherever possible. An advert is currently out for Maths / English lecturers which will be an overstaff in this area but it is necessary to ensure this area works.

8. UPDATE ON STAFFING / HR CHALLENGES (continued)

CM suggested that vacancies could be promoted through the FMB. She also suggested looking at progressing students through to lecturers. SC noted that we do have a student who has become a lecturer but lack of industrial experience is an issue. CM asked if there were any programmes that students could attend; SC stated that to his knowledge this had not been looked at. He confirmed that mentoring from current staff is in place.

DFC thanked JW for her detailed update. She suggested that relationships with other colleges could be progressed, inflating salaries and sharing costs with other colleges. She suggested checking if any recently retired staff would like to return on a part-time basis. JW stated that some retired staff do chose to stay on the books, either part-time or variable hours.

WF raised a number of questions including health and well-being and whether the cost of living crisis has had an impact on mental well-being. He asked whether the College has any plans in place once the energy rebates stop and are we sensitive to these matters. JW confirmed that these issues are discussed during Progress & Welfare meetings. She noted that Mental Health Champions / First Aiders is still under consideration. JW informed WF that information regarding various religious events, e.g. Ramadan, are circulated to all staff.

SC agreed that the welfare of staff is a key issue during the Progress & Welfare meetings. CT agreed that these meetings work well and concentrate more on the member of staff.

SW suggested advertising in Construction Trade magazines / journals; those planning to retire may welcome less physical jobs. SC noted that an ex student had replaced one member of staff but stated that he could not cope with the paperwork / energy required in being a lecturer so unfortunately it is not always as simple if people fee it is a less physical role.

DFC acknowledged that we need to attract younger people but lack of industrial experience is an issue; perhaps retirees with industrial experience could act as mentors.

PN noted that lots of ideas were identified above and an update would be given by JW in May 2023.

JW
23 May 2023

The Board noted the update on staffing & HR challenges.

9. CARBON MANAGEMENT PLAN

DP presented Item 9, which J Meadows had pulled together. He noted that a number of capital grants have been received (e.g. energy efficiency). He said that the document was a start and he intended to discuss the document (if approved) with the new Head of Estates when they were appointed. It was noted that the Plan would be reviewed again in December 2023.

DP
Dec. 2023

WF felt the Plan looked good and that there needed to be an education piece for staff and students as to why the College is doing this. DP stated that one example is the printing budget which has been reduced by 5% year on year and staff have found different ways of working.

9. CARBON MANAGEMENT PLAN

RH noted that one of the Teaching & Learning Coaches gave a presentation to CLT about sustainable learning goals and this will be brought back.

RL felt that this was an interesting plan and asked what the next steps were. DP stated that this was not a standalone document and would be followed up with Estates / IT etc. She asked if the Board would see this progress and DP confirmed that they would.

**DP
Dec. 2023**

The Board approved the Carbon Management Plan.

10. DRAFT STAKEHOLDER MANAGEMENT POLICY

PN noted that this had been circulated to Governors with a request for feedback to ND.

**Governors
30 April 2023**

11. GOVERNANCE ACTION PLAN

KR presented Item 11 (Governance Action Plan). She stated that this had been thoroughly discussed at the recent Search & Governance meeting. It had been agreed that where deadline dates had not yet been reached the RAG rating would be left blank.

It was felt that the Link Governor activities were not working as well as they could. Some updates were required on the Governance Action Plan and KR would share the updated Action Plan with the Board.

**KR
30 April 2023**

At the request of S&G Committee, KR asked DFC if this plan was something Ofsted would look at. DFC confirmed they would look at this and would want to be assured that governance is being taken seriously and that Governors are able to improve, develop and self-evaluate.

The Board noted the progress against the Governance Action Plan.

12. CHANGES TO GOVERNANCE STRUCTURE & DOCUMENTS

PN stated that he, ND and KR had discussed this proposal in detail and felt it was time for a change. He acknowledged that KR has carried out lots of research into this. PN outlined some of the benefits in relation to a Committee structure. He felt that more deep dives could be undertaken at Committee level and that the Board could concentrate more on strategy. He noted that the information from Chairs of the Committees to the Board was critical.

KR stated that the proposal has been discussed previously by Search & Governance and Audit Committees. It is proposed to move from a Carver model to a Committee Structure model. There would be less Board meetings and more Committee meetings with detailed information being presented. A Curriculum, Performance & Standards Committee is essential. Every Governor would need to sit on a Committee.

12. CHANGES TO GOVERNANCE STRUCTURE & DOCUMENTS (continued)

A Finance, Audit & Risk Committee had been proposed but following a meeting with RSM, Finance & Audit would need to be kept separate, with separate Chairs. KR note that the Audit Committee considered this issue immediately prior to the Board meeting and recommended to the Board that a separate Finance and Audit & Risk Committees were established. This was agreed by the Board and KR would draft separate Terms of Reference for the Committees.

KR
23 May 2023

KR stated that she was meeting with ND in May 2023 to look at the programme of meetings for next year and see who would join which Committee. If the proposal is approved the draft Terms of Reference for each Committee would be brought to the Board in May 2023, with the new Board structure in place from 1 August 2023.

ND/R
23 May 2023

DFC felt this change was long overdue and should be pushed forward with urgency. She felt a Curriculum, Performance & Standards Committee would give support to RH and his team. RL agreed with DFC and noted that the paper was excellent. She raised one concern regarding risks and emphasised that all Governors need to be aware of Corporate Risk. She felt that it was important that there was a link back to Board and oversight from Board members.

DPa stated that he had raised his concerns regarding an increased workload for Governors but also noted the proposal was to increase Board members and introduce Associate Governors.

RH stated that he would welcome a Curriculum, Performance & Standards Committee.

The Board approved the proposed changes to the Corporation membership, Governance Structure and associated documents and noted that the Committee Terms of Reference and Calendar of Board meetings would be considered at the next Board meeting.

13. CONFIDENTIAL ITEM

See attached notes.

14. PROGRESS ON KEY PERFORMANCE INDICATORS (KPIs)

RH presented Item 14 and gave a brief overview. Key points noted were:

- Attendance – currently 83%. Close monitoring is essential.
- Industry placements are increasingly slowly.
- Predicted Achievements would be available in the May Board update.
- ‘Purlos’ has been invested in; this is an external management system which carries out destination tracking and will improve the College’s destination data. PN asked when this would be introduced. RH responded that the first meeting regarding ‘Purlos’ is taking place this week and feedback would be available for the May meeting.

RH
23 May 2023

RH
23 May 2023

The Board noted the progress update on Key Performance Indicators.

15. A) POSITION STATEMENT

RH presented Item 15A) and confirmed that this would sit alongside the College's Skills Statement. He had shared the Position Statement with DFC outside the meeting, and she had kindly provided some feedback.

PN felt that this was a good start and contained some good examples. He felt that the document would feed into the new Committee structure.

B) QIP PROGRESS

RH presented the updated QIP. He said that things were continually improving and some of the progress was stated in the Position Statement. DFC felt it would be really helpful if this could include some measurable targets (e.g. what percentage increases that we want to see). She would be happy to talk to RH outside the meeting.

**RH
April 2023**

15. C) OFSTED READINESS PLAN

RH presented the Ofsted Readiness Plan which he had launched with CLT with a schedule of events that had started in February 2023; four more sessions were planned over the summer term. He said that the College was engaging with other providers and colleges.

DFC reminded Governors that due to ND being new in post, the College would be higher up the risk level as far as Ofsted is concerned.

DFC encouraged RH not to do too many more papers, but focus on actions, focus groups, speaking to students etc. WF noted that communications with wider city partners should be included. DFC stated that communications with Education partners, key stakeholders, Anchor networks etc. should be added into the Skills Nominee spreadsheet. SC stated that he had spoken to DFC about this and work has well and truly started. He will be collating at least ten strong contacts and would then contact these and explain the process.

SC stated that the first Employer Breakfast event took place recently, with 17 employers attending. These events give CMs the opportunity to mix with employers, share schemes of work and identify any issues that need to be addressed.

PN asked for an update on timescales with the Chamber and LSIP. SC confirmed that ND had met with the Chamber and that it should be ready May / June but it was not there as yet.

RH confirmed that the Governance Ofsted Readiness schedule still needs finalising and he would liaise with KR in relation to this.

**RH
April 2023**

The Board noted the Position Statement, progress on the QIP and Ofsted Readiness Plan.

16. PROGRESS UPDATES

A) ADULTS & HIGHER EDUCATION

CT gave an update in relation to Adults and Higher Education and stated that the biggest frustration for staff is the EPA issues and the general lack of standardisation across EPA organisations. He noted that the delay in the EPOs is delaying knowledge tests.

University Centre recruitment for 2023/24 is currently ongoing and above the Curriculum Plan.

CT reported that four more Degree Apprenticeships are being validated with London South Bank University. There were 93 Degree Apprenticeships recruited this year, with 130 planned for 2023/24.

Recruitment is still ongoing for vacancies in Electrical and Plumbing.

CT noted that the biggest obstacle on the Adult Education Budget is resources. Various opportunities are being progressed, e.g. NVQs, L2 Maths / English & Digital, L3 Bridge to HE course etc.

MR stated that as an employer he understood the problems regarding EPAs. He also felt that a presentation regarding T Levels would be helpful at some point.

DFC noted that CT had passed his presentation around in the meeting but this was not available for Governors attending via Teams. CT would send his paper to KR for information and distribution. DFC also stated that she did not like verbal reports and requested that written reports are done, particularly on curriculum matters. KR would discuss the AP update reports with ND.

CT
April 2023

KR
May 2023

Mark Roper left the meeting.

B) STUDY PROGRAMMES

SC noted that Study Programmes were looking good and Retention is currently 91% (Level 1), 93% (Level 2) and 94% (Level 3). Meetings are taking place with all teams after Easter to look at all learners at risk.

Maths / English is an area of concern, with lots of staff sickness. The new Head of Maths, Costina Babanau (CB), is having a positive impact. She has introduced a termly Newsletter for students / parents. A survey regarding Maths / English is also ongoing. Timetabled revision sessions have been organised for Exams and students can pick which sessions are best for them. Mock Exams have been planned and specific / detailed feedback would be available after each Mock Exam. CB is currently sharing best practice with other colleges. SC stated that Predicted Achievements will be available in due course.

SC stated that Study Programme recruitment for 2023/24 is looking strong. A second Welcome Event is planned later this week and hopefully more students will attend. Employer breakfast events were introduced this year and are taking place.

16. PROGRESS UPDATES (continued)

B) STUDY PROGRAMMES (continued)

SC reported that SLT have agreed to expand the Collsys system used by WBL into a College-wide system bespoke to the College and this is being progressed. The aim is to have this up and running for September and by December an App should be able to be downloaded by students / parents to track progress etc.

DFC asked how often reports are sent to parents; SC stated that termly reports are sent out but parents do not currently have direct online access.

KN asked if the purchase of Collsys was in the budget for 2023/24. DP confirmed that it was in this year's underspend.

C) DATA & EMPLOYER ENGAGEMENT

LM noted that a recent AEB funding audit took place and an update provided to the Audit Committee. An internal audit on Apprenticeships is due to take place in June 2023 to test that improvements have been made.

LM noted that the College is well within the KPI thresholds on the Apprenticeship Accountability Framework. The main concern for LM is the number of withdrawals. He said that he was not concerned about the College percentage figure which was around 5% with the threshold at 15% but he was concerned about the absolute number of 250 and the College figure was currently 127 apprentice withdrawals. He said an increasing number of Some Apprentices are leaving before completing their EPAs.

LM noted that there had been 522 learners past their planned end date; 191 have completed so far, 210 are still in EPA, 45 have withdrawn and 76 are still in their practical period (27 of which are in Carpentry & Joinery as the Standards is so wide ranging).

LM confirmed that 75% of November starts have now had reviews.

LM stated that he would share more detail with KR about why apprentices are withdrawing for her to distribute to Governors.

**LM
April 2023**

Rachel Lindley left the meeting.

D) QUALITY & STUDENT EXPERIENCE

RH stated that Ofsted had carried out a Thematic Review on the T Level Transition programme during week commencing 13-16 March 2023. This was not an Inspection, and no feedback was provided. However, D Grimes (Quality Manager) had been allowed to shadow the process and this had been invaluable. No Safeguarding issues had been identified whilst in College which could have triggered a full Inspection. Lots of Strengths and Areas for Improvement had been identified and a mop up session was planned.

16. PROGRESS UPDATES (continued)

D) QUALITY & STUDENT EXPERIENCE (continued)

RH stated that the Head of Student Experience left some time ago and the Marketing Manager has also left. This had given SLT an opportunity to look at this area and two new Heads of Behaviour would replace the Head of Student Experience. These would also be Deputy Safeguarding Leads. The Marketing Manager would be replaced at CLT level and include student recruitment. A new post would be created – Head of Partnerships & Skills, which would bring together school liaison, work placement & partnerships. The Student Services Manager role would be replaced by a Personal Development Manager, including the enrichment offer.

RH stated that Apprenticeship CARs would be scheduled after Easter.

RH stated that the introduction of 'Purlos' would strengthen the collection of destination data. This system also included 'Convert' which utilises WhatsApp etc. to improve applications to conversions.

RH stated that he had completed DSL training and was looking at External Safeguarding Supervision.

RH noted that the College Police Officer contract would continue and the information shared by the College Police Officer is invaluable.

RH stated that Mike Nicholson, who had delivered the Masculinity training in summer, has been contacted again to work with the College to further improve / strengthen the work already done with students. This would also ensure that any misogyny is challenged particularly following the impact of Andrew Tait and given the number of males that we have in College.

E) SAFEGUARDING UPDATE REPORT

RH stated that since the last report a further 106 Safeguarding cases have been recorded, of which 69 were Police related and 2 Prevent cases.

CM stated that assurance was there and she received comprehensive updates from RH. She felt that great processes in place reflected the number of cases reported.

WF raised the question of internet safety on College devices, that students were identified and spoken to. He queried whether there was a correlation between looking at the content on devices and behaviour in College. WF also sought assurance that issues are being tracked and dealt with immediately. MN stated that this issue is not just about College devices but also about students using their own personal devices. RH responded that it depends on what the issue is and it would not always be a disciplinary matter. He stated that constructive conversations are held with students where necessary and repeat offenders would be dealt with through the College Disciplinary procedure.

16. **PROGRESS UPDATES** (continued)

E) **SAFEGUARDING UPDATE REPORT** (continued)

PN queried whether CM's meetings were minuted and asked DFC whether they should be minuted. DFC suggested that it would be helpful for such conversations / meetings to be evidenced. CM suggested that the meetings could be recorded via Teams.

RH/CM
July 2023

The Board noted the progress updates from APs.

17. **MANAGEMENT ACCOUNTS JANUARY / FEBRUARY 2023**

DP presented the Management Accounts for February 2023. The January 2023 Management Accounts have been placed on the Portal for information.

DP stated that the key points to note were:

- Government Grants – in relation to the EPA it depends on what we achieve, if we achieve 70% we would over achieve on the budget.
- Pay (the pay award has now been settled and was only possible because of the underspend on staffing and vacancies).
- Non-pay expenditure (high fuel costs have not yet fully started to impact and follow into the accounts as yet and we are also holding money that is due for EPAs).
- Cash balances are high and the College has positive net current assets.

DP suggested that the KPIs needed revisiting as the Red ratings are not a true indicator due to the £1.2m paid off the loan in the summer.

MSh recommended that he would keep the KPIs as they are as there is no reason to do the extra work to change them. He confirmed that Governors knew the reasons for the rating, that it was not a performance issue but related to a decision to pay some of the loan off.

The Board noted the Management Accounts for January / February 2023.

18. **RISK MANAGEMENT (BUSINESS CONTINUITY) UPDATE REPORT**

DP presented Item 18 and confirmed that this had already been discussed by the Audit Committee. The number of risks have now been reduced to 97 and more work was being done to reduce these further.

The Business Continuity Plan is being re-written and once in place would be followed by a disaster scenario to test this.

DP stated that a review of the College's Risk Appetite and Risks under 14 would take place over the summer.

The Board noted the Risk Management Report.

20. IMPACT OF DECISIONS MADE ON STUDENTS, STAFF AND STAKEHOLDERS

PN felt that all bases had been covered today, impacting on both students and staff.

DATE OF NEXT MEETING

The next meeting is scheduled for Tuesday 23 May 2023 at 4.00pm (North Street, Meeting Room 1).

The meeting finished at 6.39pm