

Minutes of the Corporation Board meeting held on Wednesday 14th December 2022 at 9.30am in the Burslem Boardroom and via Microsoft Teams

Present:	Jeremy Cartwright, Chair David Boughey Steve Sawbridge Jo Mountney Sue Blake David Rogers Tom Nadin Hannah Molloy Kevin Hetherington Sally Garratt Sibgha Amin Lisa Capper, Principal/CEO Dave Hopley Lyndsey Cherry Sidra Rashid-Bhatti		
In Attendance:	Maxine Bagshaw, Clerk to the Corporation Antoinette Lythgoe, Chief Financial Officer Cath Brierley, Deputy Principal Matthew Hirst, Fusion (for agenda item 5) Anna Spencer-Gray, RSM external auditor (for agenda item 6)		
Min. No.		Action By Whom	Action By When
1	DECLARATIONS OF INTEREST		
	The Chair reminded everyone present to declare any interests that they may have on matters to be discussed. No specific declarations were made and standing declarations were noted.		
2	WELCOME, INTRODUCTIONS AND APOLOGIES FOR ABSENCE		
	New Governors, Sally Garratt and Sidra Rashid-Bhatti, were welcomed to their first meeting. Apologies were received from Rob Fisher, Julie Brereton, Tom Foster and Nova Abela.		



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3	MINUTES OF THE MEETING HELD ON 13TH OCTOBER 2022		
	<p>The minutes were reviewed and it was agreed that they were an accurate record of discussions.</p> <p>AGREED: to approve the minutes of the meeting held on 13th October 2022.</p> <p>There were no matters arising.</p>		
4	ACTION PROGRESS REPORT		
	<p>The Board were happy to note the content of the update provided.</p>		
5	CAPITAL PROJECTS		
	<p>Matthew Hirst from Fusion joined the meeting and drew Governors' attention to the update report provided and key matters highlighted were:</p> <p>1) <u>Cauldon Campus</u></p> <ul style="list-style-type: none"> • Project is progressing well through the stages, including a review of concept designs. The team are looking at both internal and external aspects. • The aim is to make sure there is sufficient office and classroom space to respond to the demolition of the Taylor building. • Completion has to be by the end of 2024 • Anticipation is that the project will be ready for planning application submission in February 2023 <p>2) <u>Burslem Campus</u></p> <ul style="list-style-type: none"> • The timetable for this project is slightly behind the Cauldon works but both are running in tandem • The team are looking at rooms in B Block to try and maximise flexibility and optimise availability. • There is potential for room usage in A Block to be reconsidered • Completion again is required by the end of 2024 • The aim is to submit planning application by March 2023 • Surveys are now being commissioned • Concept designs are being developed <p>3) <u>T Level funding</u></p> <ul style="list-style-type: none"> • Project relates to F Block at Burslem 		



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	<ul style="list-style-type: none"> • Funding requires that the new facilities be operational by September 2023 and therefore there is quite a tight timetable. • The team are currently progressing with concept designs • Intention is to engage with contractors early <p>In general discussion, the Board were advised that the team are mindful of cost pressures and therefore need to ensure that the designs agreed are robust. Process will also need to incorporate sufficient time to allow value engineering as and when this is required and a cost consultant has been engaged to support this.</p> <p>The Board were then advised of other opportunities, including: -Wave 5 T Level capital bids:</p> <ul style="list-style-type: none"> • Deadline for submission is 3rd February 2023 • Intention is to resubmit the unsuccessful T Level wave 4 bid relating to the Lifestyle building at the Cauldon campus. • Successful bids will lead to summer 2024 projects • Projects would need to be operational for the start of the 2024/25 academic year <p>In terms of oversight of the various projects, the Board were advised that the plan is to re-establish meetings of the Capital Projects Committee, with the meetings being up and running in early 2023. The Chief Financial Officer is to finalise a schedule, review membership, including the potential for additional external appointees, review the Terms of Reference and then meeting invites will be sent out in early January. The hope is to have someone from both the Luminate Group and the local authority to join this Committee to provide additional expertise.</p> <p>The Board were advised that, in recent discussions with the local authority, they have indicated that they would like to reconnect with the governance arrangements at the College and have suggested that someone from their education section could potentially join the Board in 2023 to replace Neil Hoskinson, a former Governor.</p> <p>Other matters highlighted to the Board included:</p> <ul style="list-style-type: none"> • There is the potential for a 'fast track' local authority planning application process; however, this would incur double the usual fee • The team are consulting with staff regarding end user space requirements to ensure all aspects are considered. Whilst staff are aware that there will be less space 	Chief Financial Officer	January 2023
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	<p>available, they are indicating that they want more and therefore a cultural piece is required.</p> <ul style="list-style-type: none"> • The College is in the process of appointing an internal Project Manager. The field considered in the first-round review of who is available was, however, disappointing and therefore a further recruitment exercise will commence in the new year. • T Level bid will be to support Health and Social Care which is one of the Colleges growth hubs. Digital is another T Level that the College wants to deliver and planning for this will take place next year. <p>In relation to the unsuccessful wave 4 T Level for Health and Social Care, one Governor asked whether the team know why the bid failed. Staff advised that unfortunately the DfE were not very specific in terms of the criteria not met; however, assurance was given that further feedback will be requested before the wave 5 submission so that the content of the bid can be reassessed. It was suggested that the outcome may have been influenced by one or other particular assessor. It was noted that the wave 5 assessment criteria have changed slightly and therefore the intention is to adapt the resubmission to meet the latest expectations.</p> <p>AGREED: to note the content of the update provided.</p> <p>(Matthew Hirst left the meeting at 9.55am)</p>		
6	YEAR-END FINANCIAL REPORTS		
	<p>The Chief Financial Officer introduced this item and indicated that there were a number of key documents to be considered, all of which have been reviewed by the joint meeting of the Transformation, Finance and Resources Committee and the Audit Committee on 7th December 2022. The detailed minutes of this meeting were considered and noted.</p> <p>1) <u>Audit Committees Annual Report for 2021/22</u></p> <p>The Committee Chair presented this report and indicated that the Audit Committee has two key roles, which are:</p> <ul style="list-style-type: none"> • Reviewing the annual accounts, and • Internal audit <p>In relation to internal audit, he asked Governors to note that a strength of the College is the very flexible and responsive approach taken, with staff and the Committee thinking long and hard about the areas of emphasis needed.</p>		



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He confirmed that the Committee felt that the College had had a good year and particularly made reference to the internal audit annual report by ICCA, which is provided as an appendix. Their view of the year was 'reasonable assurance' which is as good as it gets. Assurance was provided in terms of internal controls and the processes and procedures in place.

(Anna Spencer-Gray from RSM joined the meeting at 10am)

2) 2021/22 Members Report and Financial Statements

The Chief Financial Officer presented this document and key matters highlighted were:

- This is a strategic report which sets out the overall College position and summarises achievements
- On page 16 there is a statement of governance and corporate structure
- Page 25 is a statement on behalf of the Board confirming that there is an effective framework in place and that the College has fulfilled all statutory requirements.
- Page 26 is the statement in relation to regularity and proprietary compliance
- There is a section which gives an overview of responsibilities of the Corporation; this is a standard declaration.
- Accounts are provided and sit alongside the reconciliation with the July 2022 Management Accounts
- Section 6.6 confirms income of £20.8 million
- Staff costs of £13.3 million
- Other operating costs are broadly in line with expectations
- Surplus of just over £1 million
- Deficit after interest and tax of £1.5 million
- Reconciliation with the July 2022 Management Accounts shows that forecasts were broadly in line, which allows the Board to take assurances regarding accuracy.
- Significant variance in the year relates to increased energy costs which were not foreseen.
- College very much considers itself to be solvent and can confirm that it remains a going concern. Separate summary in relation to this was noted.
- Financial health calculation for the year is 'good'
- There have been significant movements in the pension deficit/asset position this year, which is a common feature in the sector.
- Paper 6.5 within the pack gives more detail regarding the



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	<p>review and confirmation of going concern. The College is confident that it remains solvent for at least a 12-month period.</p> <ul style="list-style-type: none"> • Level of cash is good, with 88 days at the end of October 2022 • Financial health calculation for the next 12 months is 'good' • College is confident that it will be compliant with all bank covenants • Bank and PMO waivers have been confirmed <p>In general discussion, the Board asked whether the outturn and forecast planned aligns with the Financial and Business Strategy. The Chief Financial Officer advised that, currently, what the College has are forecasts and that she is now working to create a Strategy. A challenge from the Board was the need for a review and clarity regarding the forward trajectory and, in particular, to reflect increasing student numbers and the capital projects. The Chief Financial Officer confirmed that the Strategy is being created and expressed the view that the current position is as expected and particularly the fact that the College was able to respond well to the energy crisis in 2022.</p> <p>A challenge from the Board was that they need to know the proposed strategy parameters so as to be able to respond to volatility and also the fact that there are low FE funding margins. They acknowledged that it is a challenge to manage the funding streams, which can be hugely complex, which is why a strategy is needed. They did acknowledge that the College has strong controls in place. Governors indicated that, for them, the key aspects of the strategy to be developed are the underlying assumptions and the contingencies available and planned for.</p> <p>The Chief Financial Officer advised that the pension changes this year were unexpected and have led to a significant swing from a deficit to an asset position and that this in itself really does skew the face of the accounts.</p> <p>3) 2021/22 Financial Statements Audit Management Letter</p> <p>RSM presented their report and a number of key matters were highlighted:</p> <ul style="list-style-type: none"> • The report was reviewed in detail at the joint Committee meeting • Expectation is to be able to sign the accounts this week, which is a really positive position. RSM are still awaiting 		
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	<p>two documents, which are:</p> <ol style="list-style-type: none"> 1) Signed Regularity Self-Assessment Questionnaire, and 2) ESFA confirmation of income letter <ul style="list-style-type: none"> • Auditors are pleased to confirm a clean audit • Page 5 sets out audit findings and includes some internal control work still required • Page 6 provides an update on the pension scheme changes. As this is a large number, it is important that the narrative explains the movement. This is in line with FE and Academy sectors. Changes are driven by the markets, particularly CPI and interest rates. It is an accounting adjustment but does not impact upon operational performance. • Page 7 sets out the work completed in relation to income recognition. Whilst there are some internal control recommendations, there are no issues to highlight to the Board. • Page 8 confirms that auditors are happy with the College view that it remains a going concern. The College has dealt with any covenant breaches and has renegotiated these for 2023. • Auditors are happy with the staff cost position • Capital projects were reviewed in detail and some depreciation has been accelerated • J Block sale proceeds have been received, which is a positive given the new impact of ONS reclassification regarding capital receipts. • Page 10 and 11 details control recommendations made; however, none are significant. • There are no issues in relation to funding recognition. There were some control recommendations made, although far fewer than in previous years, which demonstrates good progress and improvements. • Pages 12 onwards are provided for information • Page 15 confirms that there are no adjustments to the accounts, which is really positive <p>In relation to ONS reclassification impact, one Governor indicated that, in a recent training session, letters of support for subsidiary companies had been highlighted as something to carefully consider. RSM confirmed that, as all work undertaken by Education Business Services (Stoke) Limited is internal, there will not be the same impact when compared to subsidiary companies who undertake commercial activity.</p> <p>One Governor asked for further clarification on the page 12 RAG rating chart and particularly the note in relation to the life of</p>		
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	<p>the tangible assets. RSM confirmed that there were no issues and that the intention here was just to highlight the potential impact of assumptions.</p> <p>In concluding discussions, the Audit Committee Chair confirmed the Committee view which is positive i.e. a true and fair view of the numbers and regularity regarding the use of public funds.</p> <p>AGREED:</p> <ul style="list-style-type: none"> a) To note the minutes of the joint Transformation, Finance and Resources Committee and Audit Committee meeting held on 7th December 2022 b) Note the content of the 2021/22 Financial Statements Audit Management Letter c) Note the Audit Committees Annual Report for 2021/22 d) Approve the 2021/22 Members Report and Financial Statements as presented e) Confirm that the College remains a going concern f) Note the reconciliation with the July 2022 Management Accounts g) Approve the Letter of Representation as presented h) Approve the content of the Regularity Self-Assessment Questionnaire i) Approve the Letter of Support for Education Business Services (Stoke) Limited as presented. <p>The Board indicated that, in terms of the Financial Strategy, they felt that the College was now at a pivot point. They expressed a view that historic scrutiny and constraints mean that the organisation is well prepared to move into the public sector.</p> <p>(Anna Spencer-Gray left the meeting at 10.20am)</p>		
7	STUDENT VOICE		
	<p>The Executive Director of Student Experience introduced this item and drew Governors' attention to the talking heads video. He confirmed that, as requested, the focus for this meeting had been a review of EDI data, with a particular focus on the level of engagement with enrichment for the differing cohorts. Governors were happy to note the content of the video and all agreed that it was important to have a focus on the underrepresented groups.</p> <p>Governors then considered the report provided and key matters highlighted were:</p>		



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	<ul style="list-style-type: none"> • Student surveys show 92% satisfaction in relation to a 'good range of enrichment provided' • There are three Student Governors in place this year which gives a direct mechanism for the full Board to hear student voice • The College has really good student engagement. There is an active Student Council and several mechanisms of gathering learner voice in place • There is a 'you said, we did' tracker which is regularly maintained and frequently reviewed • The 'Big Tutorials' scheduled focus in on priorities and one example given was high aspirations. The January 'Big Tutorial' will focus on Safeguarding. • Challenge programme this year is focusing on 'go green' and one aspect of this is recycling • Challenge UK programme is well underway • Challenge South Africa programme is to be relaunched in April 2023 <p>AGREED: to note the content of the update provided.</p>		
8	SAR 2021/22 AND QIP 2022/23		
	<p>The Deputy Principal presented this item and key matters highlighted were:</p> <ul style="list-style-type: none"> • College has ensured external validation of the SAR • It details the story of the College since the last inspection • What is provided is a 'warts and all' narrative • It triangulates with all of the developments that have taken place and also still required • It is a real working document within the organisation • Alongside this, a mini SAR has been created which has been an aid memoir for all staff • The document style and content was well received by Ofsted • In relation to the QIP, some actions will be carried over in to 2022/23 as work will continue in a number of areas • There are some additions, including: <ul style="list-style-type: none"> 1) Focus on all learner cohorts 2) Quality improvements • It builds on a foundation so that the organisation can move forward with confidence • It is a whole College document • It is the compilation process that is important • It includes honest detail • It is transparent, which does add to the length 		



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	<p>In reviewing the two documents, Governors all agreed that it was very clear to see that a lot of people had been involved in the process. All agreed that gathering the evidence early is critical and staff advised that this was now starting to take place for 2022/23. Part of process improvements includes sharing best practices with others and this will shape the format and content for the future.</p> <p>Governors all agreed that it was really good to have mechanisms in place to ensure Governor stretch and challenge regarding the SAR content and that part and parcel of this is an external perspective. Governors, whilst acknowledging it was important to capture the detail, did challenge the Executive team to try and slim it down to ensure that it is an effective method of communication to both staff and externally. All agreed that the SAR should be built from the ground up and it was clear that this was the case.</p> <p>AGREED:</p> <ul style="list-style-type: none"> a) To approve the SAR 2021/22 as presented b) To note the content of the QIP for 2022/23. 		
9	REPORT FROM THE EXECUTIVE		
	<p>The Executive presented an update on a number of areas, each of which were considered in detail.</p> <p>1) <u>Ofsted inspection – Principal/CEO update</u></p> <p>The Principal/CEO provided a brief overview of the Ofsted inspection feedback and key matters highlighted were:</p> <ul style="list-style-type: none"> • Positive College response to the Ofsted visit • College clearly knew its provision strengths and weaknesses and weren't afraid to talk about them • Clear starting points and progression evidence • College was able to clear out a lot of issues regarding Apprenticeship provision and therefore the inspection on this was positive • 22 meetings with employers in relation to skills; this shows that the College has a huge reach and was able to give some fabulous examples • Really clear evidence of Governor scrutiny and challenge • Impressed with the student services award • Really positively received the Safeguarding award • Two Student Governors met with inspectors at the start, which was a real positive • Staff were able to clearly articulate intent 		



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- Inspectors were shown both campuses and the Colleges distinctive context was explained in detail

Governors then received a presentation with a number of key aspects:

a) Who we are

- Strong technical and inclusive skills College for the City of Stoke on Trent region
- Our vision – our learners will have the confidence and skills to make choices for a lifetime of fulfilment
- Our mission – to provide an inclusive and technical education to re-energise and grow our City region
- Our people – we are passionate about changing lives. We never give up.

b) Who our learners are

- Many of our young people and adults are socially disadvantaged, having multiple disadvantage factors
- 59% of 16-19 learners come from deprived postcodes (double national average); similar for adult learners
- 107 care leavers
- 19.47% of study programme learners are eligible for free College meals; 45.81% receive a bursary
- 28.65% of 16-18s and 19.54% of 19+ learners declare a learning difficulty or disability
- 62.49% ethnicity White British and 30.4% other identified as one of sixteen BAME indicators
- Prior attainment for 16-19 on Level 2 programme or below is 65% (national average 45%) having Level 2 or below.
- For those studying Level 1 programmes, prior attainment for Level 1 or below is 90%
- Adult learners who are long time unemployed, socially disadvantaged and vast majority are Level 1 or under
- 62% 16-18 year olds in 2021/22 arrived without English and/or maths at grade 4 or above
- 90% adult learners who are long time unemployed, socially disadvantaged are Level 1 or under
- Diverse and deprived groupings include Afghan asylum seekers, looked after and at risk.
- 50% learners come from top decile deprived households in UK
- 2021/22 data shows that Stoke on Trent College serve substantially more of very deprived learners than all local FE providers put together and higher proportion of Level 2 and below than West Midlands and England.



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	<p>Overall effectiveness grade was determined to be 'good':</p> <ul style="list-style-type: none"> • Significant changes to leadership • Leaders have developed strong and secure partnerships • Rapid improvements since last inspection visit • Learner behaviour and attitudes feel very different to last inspection • Improved learner experience • Improved quality and this is now good • Apprenticeships – too early to see impact of changes <p>Study programmes were determined to be 'good':</p> <ul style="list-style-type: none"> • Study programme curriculum takes into account the needs of employers and develops industry standard knowledge, skills and behaviours • Curriculum is logically sequenced allowing learners knowledge to build over time • A range of effective teaching, learning and assessment methods enable learners to transfer knowledge in to their long-term memory • Learners received helpful feedback which supports them with further improving • Most learners who complete achieve and are prepared well for their next steps <p>Even better if</p> <ul style="list-style-type: none"> • Greater consistency across the provision in the use of technical assessment activities to assess learner starting points • Further improvement in the proportion of learners achieving high grades <p>Adult provision was determined to be 'good':</p> <ul style="list-style-type: none"> • Stakeholders support the shaping of the curriculum to develop the knowledge, skills and behaviours needed for next steps • Curriculum is logically sequenced, therefore adults understand the basic concepts before moving onto more complex learning • Personal academic barriers to learning are swiftly identified and support is quickly put in place • Assessment is used well to check learning and then close any gaps • Adults receive useful and precise feedback in their work <p>Even better if</p> <ul style="list-style-type: none"> • More consistent use of starting point activities across the adult provision to inform planning and implementation of learning 		
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	<ul style="list-style-type: none"> • Further develop understanding of British Values (especially in shorter programmes) <p>High needs provision was determined to be 'good':</p> <ul style="list-style-type: none"> • Thorough curriculum planning to develop confidence, independence/maths skills • Work Experience and project delivery develops employability skills to support learners with their next steps • Good understanding of learner needs detailed in the EHCP and this is implemented well • Very positive and aspirational learning environment with passionate teachers and LSA's which motivate learners and help them to overcome their barriers. • Effective tracking and monitoring of learner progress enables learners to well reflect and set their own targets <p>Even better if</p> <ul style="list-style-type: none"> • Further development of work placement opportunities (greater variety of employers) • Broaden range of out of class drop in support to enable more high needs learners to significantly exceed their EHCPs. <p>Apprenticeship provision was determined to be 'requires improvement':</p> <ul style="list-style-type: none"> • Apprenticeship curriculum has a clear rationale which supports upskilling to meet employer and apprentice needs • Apprenticeship provision are sequenced in a logical manner to enable apprentices to build knowledge over time • Apprentices benefit from good practical workshops which support the development of their knowledge, skills and behaviours and allows them to know and do more over time. • Most apprentices develop substantial knowledge, skills and behaviours and therefore make a valuable contribution to their employers • Improved assessment and tracking and monitoring of progress which is now more focused on reviews – too soon to fully test the impact <p>Even better if...</p> <ul style="list-style-type: none"> • Too many apprentices leave their programme • Too few apprentices achieve in a timely way (timely) • Greater consistency in the quality of teaching, learning and assessment in both on and off the job training • Greater consistency on tripartite completion of reviews 		
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	<p>(employer, learner and College)</p> <ul style="list-style-type: none"> • Some apprentices need more help in maths and English than the vocational aspect of their programme <p>Quality of education was determined to be 'good':</p> <ul style="list-style-type: none"> • Learners and apprentices benefit from the expertise of teachers, Skills Coaches and employers • Most curriculum supports the development of high-quality industry standard skills • Most curriculum is well sequenced and learners and apprentices can make links between topics, content etc. • The majority of learners benefit from a variety of teaching and learning strategies. Assessment is used well. As a result, learners know and remember more. • The majority of learners received valuable feedback which helps them to improve and progress to their next steps <p>Even better if</p> <ul style="list-style-type: none"> • Greater consistency in the quality of education and Apprenticeships leading to improved outcomes • More consistently and skilfully translate starting point information to learning <p>Behaviours and attitudes was determined to be 'good':</p> <ul style="list-style-type: none"> • Teachers create a calm and orderly environment; therefore, learners are enthusiastic and participate well. • Clear expectations for learner behaviour which results in consistently polite and courteous learners • There is a caring ethos which has resulted in a respectful culture • Staff empathise with learners' personal circumstances and support them very well • Learners feel safe and know who to go to if they have any concerns <p>Even better if</p> <ul style="list-style-type: none"> • More consistent articulation of radicalisation and extremism, especially in the local area • There is a strong focus on attendance but it needs to have more of a positive impact in ESOL, Apprenticeships and English and maths (although improvements have been made). <p>The Principal/CEO advised that the College does not see radicalisation playing out when on site; however, there may be some things happening in students wider lives and therefore the College can do more.</p> <p>Personal development was determined to be 'good':</p>		
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	<ul style="list-style-type: none"> • Learners and apprentices develop confidence and are competent in using their knowledge, skills and behaviours within work experience/placements • Most learners and apprentices understand healthy relationships • The majority of learners receive effective CEIAG to support their career pathways • Most learners understand how to keep themselves safe, have good wellbeing and the components of fundamental British Values and life in modern Britain • Learners benefit from a broad enrichment offer • Equality, diversity and inclusion is promoted across the College and supports a respectful culture <p>Even better if</p> <ul style="list-style-type: none"> • CEIAG and TLE supports the development of skills required for self-employment • CEIAG starting points are effectively captured to further support career targets • Recording of vocational enrichment participation <p>The College was determined as making a 'reasonable contribution' to skills:</p> <ul style="list-style-type: none"> • It was explained that the determination could be 'limited', 'reasonable' or 'strong', with reasonable being very good. It is too early for a strong outcome with most organisations getting a reasonable grading and a few have had limited. It is early days for this aspect of inspection as it was only introduced in August 2022. The College has worked hard not to be inward facing and there were some really serious relationships evident. This is part of a strategic approach in the area. • Clear and thought through strategies to meet the skills needs in the four key growth hubs (Construction, Creative and Digital, Health and Social care and Engineering and STEM) • Proactively work with larger employers to identify and meet local skills needs • Effective partnerships with HE providers and schools to develop clear progression pathways; good relationships with Sixth Form and FE College nearby. • In most cases, employers are involved in the design of the curriculum and support the professional practice of College staff. • Strategic work with the civic community meeting learning need <p>Even better if</p> <ul style="list-style-type: none"> • Greater consideration of the wider skills set required for 		
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	<p>self-employment</p> <ul style="list-style-type: none"> • Impact will be seen as partnerships continue to develop <p>Leadership and management was determined to be 'good':</p> <ul style="list-style-type: none"> • Leaders and managers are ambitious for Stoke on Trent, its community and learners/apprentices, with a strong vision for the technical College. • Governors provide robust challenge and support leaders and managers in taking appropriate actions • Rapid progress made; College feels different to last inspection visit • Quality processes have been developed to monitor performance and support progress. This has led to significant improvement in the quality of education and learner experience since the last inspection. • Key effective partnerships have been developed to meet skills needs of the area • Supporting pedagogical skills developed via a now strategic approach to CPD <p>Even better if</p> <ul style="list-style-type: none"> • Steps taken to improve Apprenticeship provision have timely impact <p>Safeguarding at the College was determined to be 'good' with processes and procedures in place being strong and embedded. Position would be even better if</p> <ul style="list-style-type: none"> • Review policy on frequency of DBS checks for current workforce best practice • Move to portable service (£cost) <p>The Principal/CEO confirmed in her overview that there is lots to be very proud about and that the inspection outcome was a real team effort, with everyone's contribution counting.</p> <p>The Chair indicated that he had been able to join all of the feedback meetings and that it had been clear to him that the outcome was well deserved and well received. All had a positive response, with staff being incredibly happy. He confirmed that the Board is delighted with the outcome and recognises that this is the result of all of the hard work over the last few years, and particularly the last 12 months. The Chair expressed the view that that the Principal/CEO has worked to pull it all together and set the trajectory for the organisation. Preparation for the inspection was incredibly thorough and, in his view, marks a significant point in the Colleges journey.</p> <p>The Chair indicated that it is important to recognise all of the</p>		
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hard work done and CPD investment made. Inspection was very well managed and allowed staff to bring out all of the strengths. All Governors joined in a huge congratulations to staff and all agreed that it allows confidence moving forward into 2023 and also allows staff to have a well-deserved Christmas break. Governors acknowledged that the judgements made by Ofsted were very much in line with the Colleges own self-assessment process which gives confidence that the College knows itself well. All agreed that the inspection outcome will now open doors and enable a much more collaborative approach with others in the area. All agreed that it was a well-deserved 'good' rather than just a fortunate outcome and that this reflects the fact that all staff were really positive and were not afraid of the inspection process.

AGREED: to note the content of the update provided.

2) Wellbeing Strategy

The Wellbeing Strategy was presented for approval and it was explained that monitoring reports will be provided in year on activities; these will be part of the HR report to Transformation, Finance and Resources Committee and the Board. Governors acknowledged that it was already possible to see some positive impact. The Principal/CEO expressed a view that it will be an important Strategy, particularly for 2023, as there will be a need to maintain staff morale post inspection given challenging financial circumstances. She indicated that wellbeing and the cost of living crisis are key topics for staff. All agreed that the Strategy presented will provide a really systematic approach.

AGREED: to approve the Wellbeing Strategy as presented.

3) Update on student numbers

The Board were happy to note the content of the update provided. Key matters highlighted were:

- In relation to study programme learners, the allocation is 1600 which should be compared with the actual number now of 1607. This equates to £9 million but the College is only funded for £8.7 million
- The College did put in a request for growth funding but this was rejected. Intention is to resubmit.
- In terms of the Apprenticeship provision, £2 million has been budgeted for income and the current position is £1.8 million.
- In relation to AEB, the College is developing 19-24



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	<p>traineeships. Numbers are now in line with last year. In terms of main allocation, if the College delivers to plan, it will reach 101%, almost all of which will be direct delivery.</p> <ul style="list-style-type: none"> • Adult learner loans is an income risk. The College has a £406k facility with the current position just being over 50%. There are January plans in place but it is believed that, potentially, the Level 3 offer has displaced some of the usual adult learner loan activity. The sector is generally seeing a decrease because of cost challenges. The College will need to look at how to mitigate this in 2023. <p>4) <u>Annual report to the PMO (2022)</u></p> <p>The Board were happy to note the discussion which took place at the joint Committee meeting.</p> <p>5) <u>Planning for the Strategy days in spring term 2023</u></p> <p>Key matters highlighted by the Principal/CEO were:</p> <ul style="list-style-type: none"> • First Strategy day planned is for 3rd February 2023 • It will be a one-day event including lunch • Focus will be on skills needs, new accountability statement and ONS reclassification • External contributions will be made by Stone King Solicitors and Tom Nadin from the Chamber in relation to the LSIP • Afternoon will have a focus on discussion and actions. <p>6) <u>Risk appetite and Risk Register</u></p> <p>The Board were advised that developments in this area have been slightly delayed because of the Ofsted inspection. Ofsted risk has now changed. The intention is to review the Register and risk appetite again early in 2023 so as to look afresh and ensure risks are articulated and are fully up to date.</p> <p>7) <u>People Strategy – 2022 update</u></p> <p>The Board acknowledged that there had been in depth discussion on the draft document at an earlier meeting and therefore they were happy to approve as presented. They acknowledged that wellbeing was a critical part of this and that the Strategy approved would support it. All felt that it was well put together and thorough. It was explained that there would be a rollout in January via a number of workshops to ensure the</p>	<p>Chief Financial Officer</p>	<p>January 2023</p>
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	<p>content is embedded.</p> <p>8) <u>2022/23 KPI's</u></p> <p>The Principal/CEO confirmed that these had been reviewed in detail at the last Transformation, Finance and Resources Committee meeting. This included a review of the 47 historic KPI's and a November update against these. Challenge from the Committee was to reduce them and look more 'in the round'. The proposal now is a reduced number of 22 which fall more evenly within the four strategic objectives. It was explained that the Curriculum, Quality and Standards Committee may have more targets to ensure depth and it was agreed that these would be reviewed at the next Committee meeting. She expressed the view that the 22 proposed give a strong indicator of College health.</p> <p>In general discussion, Governors all agreed that they appear to be broadly right but it was agreed that each subcommittee would review in the next round of meetings. All agreed that it is important that there are clear links to the values and strategy.</p> <p>The Principal/CEO advised that the intention is to start to review the College wide strategy in March 2023 and she proposed the model used at Staffordshire University as the starting point. Governors acknowledged that some of the objectives are now starting to sound quite dated and all agreed that a new way of rephrasing them would be helpful.</p> <p>In considering the KPIs proposed, there were a number of observations and challenges including:</p> <ul style="list-style-type: none"> • Governors want to still see what the market share means by way of student numbers • Can the College be more ambitious in terms of 16-18 numbers, with a more balanced approach when considering the adult percentage. • Can staff look at 20 KPIs as a maximum and in so doing strip out the KPIs from targets <p>The Board were happy to approve, in principle, the KPIs proposed, but with the caveat of planned reviews in the period January to March 2023.</p>	Committees	January – March 2023
10	GOVERNANCE COMMITTEE		
	The Board were happy to note the content of the Chairs summary and the detailed minutes of the meeting held on 25 th		



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	October 2022.		
11	TRANSFORMATION, FINANCE & RESOURCES COMMITTEE		
	<p>The Committee Chair presented the summary note and also the detailed minutes of the meeting held on 4th October and 21st November 2022. He confirmed that a lot of aspects had already been covered earlier in the meeting. Key matters highlighted were:</p> <ul style="list-style-type: none"> • Content of the October 2022 Management Accounts and the movements • Pension changes • Clawback to the ESFA will be in the period between December 2022 to March 2023 • RAG rating in relation to bank covenants is green • Fees Policy next due for Committee and Board consideration in March 2023 • PMO report • Full discussion regarding KPIs. Clarity provided in relation to the link between KPIs and the 5 pillar plan. • In terms of Apprenticeship provision, it is great to see confidence regarding achievement of the £2 million income budgeted • Disaster recovery • Approval of the continuing subcontract with NSEG <p>AGREED: to note the content of the update provided.</p>	Chief Financial Officer / Deputy Principal	March 2023
12	CURRICULUM, QUALITY AND STANDARDS COMMITTEE		
	<p>The Committee Chair drew Governors' attention to the minutes of the meeting held on 12th October and 21st November 2022. He confirmed that the November meeting was important and a key meeting as it focused on the SAR and QIP already discussed.</p> <p>AGREED: to note the content of the update provided.</p>		
13	RATIFICATION OF WRITTEN RESOLUTIONS		
	<p>The Clerk drew the Boards attention to her written report and the written resolutions agreed since the last meeting and she invited the Board to now formally ratify these.</p> <p>AGREED: to ratify written resolutions in relation to</p> <p>a) New Governor appointments – Sally Garratt, Sidra Rashid-Bhatti and Harry Sajad.</p>		



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	<p>b) Appointment of Julie Bridges as the new Clerk to the Corporation</p> <p>c) Purchase of electric vehicles</p> <p>d) Bank covenant amendments – deed and resolution extract</p>		
14	EDUCATION BUSINESS SERVICES STOKE LIMITED		
	<p>The Clerk introduced this item and drew the Boards attention to the minutes of the meeting held on 21st November 2022. The Board were happy to note these and also approve the recommendation that Julie Bridges be appointed as the Company Secretary.</p>		
15	ANY OTHER BUSINESS		
	<p>As a matter of additional business, the Executive Director of Student Experience presented the Safeguarding report and key matters highlighted were:</p> <ul style="list-style-type: none"> • Link Governors, Steve Sawbridge and Sally Garratt, have reviewed, alongside the Chair, which then enabled the report to be shared with Ofsted. • It covers all updates required in relation to KCSIE 2022 • International award achieved recognises all of the good work • It summarises key themes • It gives an update on numbers and some local tensions, particularly in relation to the far right and the dispersal of some refugees in the area. • Summarises partnership working • Appendix 1 provides a breakdown of concerns and gives a 5 year trend • 1 low level concern reported to LADO • Current trend is up in terms of numbers but the College is able to deal with these in terms of capacity • 'Big Tutorials' planned on Safeguarding issues in January • More systematic approach to reporting • Case studies really helpful and impactful • Update service in terms of DBS is to be taken forward <p>A challenge from one member of the Board was that the breakdown between male, female and non-binary is something to further work on in the future.</p> <p>AGREED: to note the content of the update provided.</p> <p>The Board took the opportunity to thank Maxine Bagshaw for all</p>		



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	of the work and support in the 11 years she has served as Clerk to the Corporation, it being the case that this is her last meeting.		
16	DATE AND TIME OF NEXT MEETING		
	This was confirmed as 16 th February 2023.		
17	CONFIDENTIAL ITEMS		
	It was agreed that confidential items would be recorded on a separate basis. (Staff and students left at 11.45am) Meeting closed at 12.35pm.		



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