

Newbury College Corporation

Non-Confidential minutes of a meeting held on Monday 12th July 2021 at 3PM via Microsoft Teams

Members	Name	Present	Role
1.	Sam Dibas (SD)	*	External Member
2.	Mike Farwell (MF)	*	External Member
3.	Matt Grimston (MG)	*	Student Governor (19+)
4.	Martin Hamer (MH)	*	External Member from Item 3.2.2
5.	Glyn Howells (GH)	*	External Member– Vice Chair from Item 5.2
6.	Javaid Iqbal (JI)	*	External Member
7.	John Knight (JK)	*	External Member
8.	Peter Lambert (PL)	*	External Member
9.	Sally Osmond (SO)	*	External Member– Chair
10.	Derek Peale (DP)	*	External Member
11.	Sue Richardson (SR)	*	Staff Member (Support)
12.	Tom Rossiter (TR)	*	External Member
13.	Shelly Van Meter	*	Staff Member (Teaching)
14.	Iain Wolloff (IW)	*	Principal & Chief Executive
15.	Sue Wood (SW)	*	External Member
Apologies:			
1.	Nick Fox (NF)	*	External Member
2.	Simon Thompson (ST)	*	External Member
In Attendance:			
	Jo Houghton (JH)	*	Director of Business & Partnerships
	Lee Hunt (LH)	*	Vice Principal
	Jayne Steele (JS)	*	Director of Finance & Estates
	Gill Parkinson (GP)	*	Clerk to the Corporation
	Cathy Wright (CW)	*	Director of HR & Support Services
Quorum:	7 required	*	13 present at start - meeting quorate

		ACTION
1.	APOLOGIES FOR ABSENCE There were apologies from Nick Fox and Simon Thompson. Rachel McCleary (16-19 Student Governor) was not present.	
2.	DECLARATION OF INTERESTS There were no declarations of interest made.	
3.	GOVERNANCE	
3.1	Governor Training - Skills needs and curriculum with a focus on T-Levels and the Governor role LH spoke to his presentation and shared a newly prepared video which had been sent out earlier to all Governors. Questions:	

	<p>SO asked if the College attracts funding for T-level training? LH replied that capital funding was available, but the College did not meet the criteria because of the PFI and the need for the College to provide matched funding. Funds for equipment would be allocated in March 2022 based on Level 3 student numbers.</p> <p>SW thought this was a useful overview.</p> <p>MG asked whether there was quantifiable data on the understanding of potential students? LH replied that a national marketing campaign involving schools had been undertaken. From September schools needed to be informed further on this, including the future for some BTECs.</p> <p>JS explained that £40K pa had been received for the past 3 years to develop capacity, and T Levels also attract a higher level of funding per student.</p> <p>PL asked if the T Levels are complementary to current programmes, or would some be closed? LH replied that they are currently complementary but thought several BTECs would lose funding on a phased basis.</p> <p>SO noted that SW and the C&Q Committee had been following developments closely. SD had volunteered to be the College T Level Governor and both SD and SW would complete training.</p> <p>Next term SO would be inviting the external auditors to present on Governor responsibilities relating to finance and audit. ACTION: JS</p> <p>SW had found the Education & Training Foundation (ETF) training provider to be uncommunicative and disorganised and thought this needed to improve.</p>	JS
3.2.1	<p>Non-Confidential minutes of the previous meeting The Corporation approved the Non-Confidential Minutes of the meeting held on 29th March 2021.</p>	
3.2.2	<p>Confidential Minutes of the previous meeting The Corporation approved the Confidential Minutes of the meeting held on 29th March 2021. [MH joined the meeting].</p>	
3.2.3	<p>Matters arising from the minutes/Action log There were no matters arising.</p>	
4.	<p>COLLEGE REPORTS</p>	
4.1	<p>Principal's Report IW presented his report. The key points for the Corporation to note included: <u>Sector issues</u></p> <ul style="list-style-type: none"> • Pandemic Guidance – the Government may request schools and colleges to set up mass asymptomatic testing once again in September, a significant logistical challenge needing full funding. • Skills & Post-16 Education Bill The Skills & Post-16 Education Bill has passed its second reading in the House of Lords and now moves to the Committee stage. The lifelong learning loan entitlement had not yet been addressed. A link was provided 	

	<p>with further information. It would be likely to highlight Governor’s need to ensure the College is meeting local skills needs.</p> <ul style="list-style-type: none"> • Ofsted inspection changes Following the recent work by Ofsted to examine the issue of sexual abuse in schools and colleges, revisions to the Inspection Handbook were published to confirm how inspectors will evaluate policies to tackle sexual harassment, an important addition to the Ofsted expectations for which College processes were being reviewed to ensure they accord with best practice. This was a sobering report. <p><u>College issues</u></p> <ul style="list-style-type: none"> • Pandemic Response Both the HSE (reviewing colleges) and internal auditors (reviewing digital process key controls in relation to remote working) had expressed satisfaction with College processes. • Student Recruitment and Planned Enrolments Applications are looking very positive for 16-19s and are higher than last year for 19+ students, apprentices and for the UCN (see Item 9.2). • Finances & Cashflow The key challenge for the College remains the overall financial position. Papers for Items 6.3 and 6.4 on the Board agenda provide the details of the planned budget for 21/22 and the projected long-term cash flow position. This is extremely challenging across the sector and deficits are widespread. • Strategy The new College Strategy is included for approval at Item 5.2. Much work was undertaken on this including by the SDC. • College events and news The College website and social media outlets continue to promote a range of events, activities and successes this term including MP, Laura Farris, being involved very positively with the College and UCN, and the Chancellor mentioning the College by name in a positive way. The fantastic work of staff and community volunteers in implementing LFD testing on site has been much publicised, including the recent the Tea Party to thank them for their work. College student Tofe Mohummed was featured in a BBC news item, for his fantastic success in his studies since arriving in the UK as an unaccompanied asylum seeker in 2016, and Harrison Morris from our Engage programme produced an excellent short video for social media as part of his work experience in the Marketing Department. 	
<p>4.2</p>	<p>Student Governor Report</p> <p>There are two student governors, one from the 16-19 student body and the other the 19+. The 16-19 Governor had met with and been supported by the Head of Student Experience and Quality and the 19+ Governor had met with the Head of Department UCN. The Vice Principal met with both and liaised with all concerned to ensure the student voice is represented, heard, and actioned where appropriate. The 16-19 report had the following highlights from the minutes of the 16-19 Upper Council Meeting on 25 May 2021:</p>	

	<ul style="list-style-type: none"> • All learners were pleased to be back in college and felt safe and secure. • Tutorial support during lockdown was mostly strong. IT issues had affected access at times, but students generally felt staff did their best to maintain programmes. • Maths and English fully online had been difficult, but it was understood that student’s safety was put first. The proposed strategy for 21/22 of a blended learning approach was supported. • IT Infrastructure still needed to improve. Wi-Fi is not strong enough in some areas. • The proposed use of the Student Hub is supported. • The food selection in the refectory needs improvement by Sep 2021. <p>MG presented highlights of the 19+ student report and his comments:</p> <ul style="list-style-type: none"> • Assignments could be more evenly spaced throughout the year. • The students have felt fully supported. Notable success has been achieved in the UCN area with students being on track for successful outcomes. • The blended timetable is working well although lecturer and student views need to be more closely aligned on methods of provision. • The ability to offer courses online means the offer can be extended to those not within the local area aligning the college with other Higher Education providers serving large technology companies such as CGI and IBM. • Consideration is focussed on future delivery and how the UCN infrastructure supports this, the student voice is being captured which allows for the student view to be considered. • Discussions continued around enrichment for 19+ learners and the Student Governor had spoken to VPS&C about this on several occasions as the needs of the 19+ students are very different to that of the 16-19- this was progressing. • Development workshops were needed on “soft skills.” • The debate continues around how much pastoral support is needed and how much this links into mandatory aspects of the programme of study. <p>MG summarised that this had been a positive year despite challenges. He thought all issues were dealt with promptly.</p> <p>JH thanked MG for all his work in developing the UCN particularly with student feedback. Substantial work was undertaken on Assessment plans and checked with the Universities including mapping and spacing assignments. SO thanked MG (and Rachel McCleary). It had been suggested that a formal thank you letter should be sent to MG which may be useful testimony for future roles. ACTION: SO</p>	SO
5.	STRATEGIC DEVELOPMENT COMMITTEE	
5.2	<p>College Strategy</p> <p>IW presented the proposed College Strategy. This covered three years and had been developed during the last few months in consultation with staff, students, Board members and external stakeholders. The Board considered the key parameters for the</p>	

	<p>Strategy in May with the Strategic Development Committee reviewing the latest draft on the 22nd June following which they were recommending to the Board for approval. All aspects of the Strategy were significantly revised from the previous plan, including the definition of the College’s core purpose, the vision for the next three years, the statement of College values, and the creation of a balanced scorecard to define and track progress against the goals.</p> <p>Questions:</p> <p>JI asked whether the income growth to £11m in 2023-24 was realistic? IW replied in the affirmative. JS confirmed this.</p> <p>JK asked whether collaborations with universities should be added. IW agreed and would amend the Strategy. ACTION: IW</p> <p>JK asked whether the European Social Fund (ESF) logo was still valid? Yes, IW noted that some funding still came via the EU, and the College would be in breach of the rules if not included.</p> <p>JK asked when was Investors in People last accredited? CW noted this is every 3 years. The next review would be in 2023.</p> <p>SVM noted that there was extensive staff consultation on the Strategy.</p> <p>JI asked whether the Conference centre was still relevant. IW replied planning approval is still in place for a Conference Centre from the original campus development in 2002, but there are no current plans to proceed with this.</p> <p>MF thought it was a good, concise document and asked whether it would go on the website and be made a public document? IW suggested that a summary should be provided as an external facing document. ACTION: IW</p> <p>MF thought that the Academy should not be included as it is a separate entity and not consolidated in the accounts. IW thought as we are the academy sponsor the success of both entities is linked.</p> <p>MG reiterated that campus development plans are currently confidential</p> <p>The Corporation approved the College Strategy subject to minor changes.</p>	<p>IW</p> <p>IW</p>
<p>6.</p>	<p>FINANCE & RESOURCES</p>	
<p>6.1</p>	<p>Report from the Finance & Resources Committee (F&RC)</p> <p>MF provided a verbal report of the work of the F&RC held on 28th June. Issues considered included:</p> <ul style="list-style-type: none"> • April Management accounts, with MF noting the ESFA were likely to introduce a new model. • The 2021-22 Budget - a key agenda item for the Board. • Cashflow forecast – campus developments remained important. The ESFA appeared to be amenable to providing bridging funds if there were delays in capital receipts. • Capital Expenditure. • IT, particularly Cyber security. • Marketing. • Financial regulations with minor changes recommended to the Board. • Workload of Finance including campus development and Academy– a new Finance Manager was due to start in July, but MF thought resourcing could need to be revisited. 	

	<ul style="list-style-type: none"> Pensions and control of costs (LGPS and TPS). The F&RC had suggested forming a Pensions working group. SO and IW had started drafting outline terms of reference for the group. IW had considered membership from a staff perspective and SO asked for Governor volunteers – MH and JS would be part of this group. <p>ACTION: Governor volunteers for the Pension working group to contact SO.</p>	ALL
6.2	<p>Monthly Management Accounts</p> <p>JS presented the monthly management accounts for April 2021 which had been interrogated thoroughly by the F&RC.</p> <p>Questions:</p> <p>GH asked why debtors appeared to have doubled since July 2020. ACTION: JS to check the debtor position and respond to Finance & Resources Committee.</p> <p>SD asked about the Digital Degree requiring extra staff. Had this been budgeted for? JS affirmed this. JH noted that this was fully costed.</p>	JS
6.5	<p>Capital Expenditure</p> <p>The annual internal capital bidding process had been completed and a final list of priority capital expenditure proposed. All capital bids and needs had been reviewed by members of the SLT, resulting in a total planned expenditure of £181,341 including expenditure of £85K on the barrier access to the College, required once the housing is developed on the land to the rear of the nursery.</p> <p>In addition to the capital plan outlined permission would be sought from the ESFA to use the remaining amount from the £220k condition improvement capital grant (£120k due to be paid back in Autumn 2021) for replacement of the Sports hall floor, redecoration of the sports hall and lobby area and improvement to the Mezzanine classroom – Ventilation, ceiling improvements and divide into two classrooms. Gym flooring quotes were currently being acquired with plans to approach the ESFA within the next week.</p> <p>The Finance & Resources Committee reviewed the capital proposals at its meeting in June and was recommending them to the Board for approval.</p> <p>GH thought the Cyber security audit could result in recommendations and funds should be allocated to cover this. JS noted that there was a small amount provided.</p> <p>The Corporation approved the Capital Expenditure Plan.</p>	
6.6	<p>Financial Regulations</p> <p>As agreed in 2020, the Financial Regulations would be reviewed annually by the F&RC and recommended to the Corporation for approval. JS explained changes this year were minor, as a full review was undertaken in 2020. A full explanation had been provided for the ten minor changes discussed by the FR&C.</p> <p>Jl asked about tendering practice and whether EU directives were still relevant.</p> <p>ACTION: JS to check the continuing relevance of EU directives on tendering.</p>	JS

	The Corporation approved the Financial Regulations as recommended by the F&RC (with any minor adjustments needed on EU directives).	
7.	AUDIT	
7.1	<p>Report from the Audit Committee</p> <p>GH provided a verbal report of the work of the Audit Committee:</p> <ul style="list-style-type: none"> • The last meeting on 1st July was not quorate, so minutes were not taken but notes made by the Clerk. Only the Internal Audit plan and minutes required approval. • Recommendations from the external and internal auditors were considered. • There had been three internal audits (Learner Number Systems, Cashflow Forecasting and Digital processes the latter outcome of which had been ‘Substantial Assurance’ with no recommendations for which GH congratulated the team. • The Internal Audit Plan was considered and supported pending 6 extra days on Cyber security. • Risk management was considered. • Mitie Internal Audit update and legionella and water safety was fully considered. <p>SO asked whether the fact the meeting was not quorate indicated a lack of members or was it a one-off event? GH responded that this should be one-off event.</p>	
7.2	<p>Internal Audit Plan</p> <p>After careful review of the College’s Risk register, the SLT proposed the following areas to be subject to Internal Audit in 2021-22:</p> <ul style="list-style-type: none"> • Cyber security – postponed from 2020/21 we propose to undertake this c. 6-day audit in the Autumn Term at a cost of £6k. It will take the form of a detailed Internal Vulnerability Assessment and result in Cyber Essential Plus accreditation. • Learner Number Systems (Incl. Apprenticeships). • Subcontracting Controls. • Budgeting. • Invoicing. • Risk Management & Corporate Governance. <p>It was intended to use Mazars this year but tender the contract for 2022-23 as they had now been in place for at least 7 years with the last tender completed in 2014. The proposed Internal Audit Plan was reviewed by the Audit Committee in July and recommended to the Board for approval.</p> <p>The Corporation approved the Internal Audit plan 2021-22.</p>	
8	REMUNERATION	
8.1	<p>Report from the Remuneration Committee</p> <p>PL presented a report on the work of the Remuneration Committee. Highlights were:</p> <ul style="list-style-type: none"> • Two meetings had been held on 17th May and 29th June 2021. • It was recommended that the Corporation approve revised terms of reference for the Committee including amendments to those terms to include additional 	

	<p>responsibilities detailed in the Senior Post Holder Remuneration Code (the Code) – see Item 8.2 and 8.3.</p> <ul style="list-style-type: none"> It was recommended that the Corporation approve the proposed Senior Post Holder Remuneration Policy <p>Additionally:</p> <ul style="list-style-type: none"> The Committee noted that it was required under the Code to issue an annual report to the Corporation. It was proposed that a detailed annual remuneration timetable be prepared for approval at the September Remuneration Committee meeting. During the discussion on the annual timetable, it was noted that it would be helpful for the Senior Post Holders to have individual objectives for the 2021-22, which should be prepared and presented to the Committee at the September meeting. <p>JK asked about retaining minutes in respect of certain confidential remuneration items. ACTION: CW to propose a solution.</p>	CW
8.2	Terms of Reference The Corporation approved the Terms of Reference for the Remuneration Committee.	
8.3	SPH Remuneration Policy The Corporation approved the Remuneration Policy for Senior Post Holders.	
9.	CURRICULUM & QUALITY	
9.1	<p>Report from the C & Q Committee</p> <p>The Board received a verbal report of the work of the C & Q Committee from SW. Highlights were:</p> <ul style="list-style-type: none"> The meeting was focused on ‘intent’ and the future plans. Planned development supports students. 50% of study programme linked to Personal development and Attitude. Football Academy discussions. Degree programme discussions. UCN termly report received. 	

9.2 Student Applications and Planned Enrolments

LH stated that applications were demonstrating the potential for positive growth and the MK Academy should add 70 students aged 16-19. Student applications are monitored through the management information systems and tracked weekly. As at 1st July, the overall position with applications and planned enrolments was summarised as follows:

	New Applications			Enrolments		
	June	June	Variance	Budget*	Stretch Target*	Actual
	2020	2021		2021/22	2021/22	2020/21
16-18 FT	371	600	229	820	905	604
19+Full Time [§]	80 [@]	106 [@]	26	85	95	80
19+ Part Time [§]	94	124	30	1,300	1,600	1,158
Apprenticeships	33	71	38	199	265	150
HE (including Access)	90	132 [#]	42	127	196	109
Total	668	1,033	365	2,531	3,061	2,123

*Some enrolment targets include continuing learners, as well as new applications.

[§] 19+ FT & PT are those funded by the Adult Education Budget (AEB) only

[@] Some current 19+ FT applicants will be fee paying, rather than AEB funded.

[#] HE applications include a significant number applying to the Access course, but enrolments are limited by loan availability

Potential improvements were:

- There is a positive increase in applications for 16-19s, 19+ Full time and for Part time courses.
- Apprenticeships and HE applications are above the figures for the same point last year and are on track to meet the budget targets. A targeted sales campaign started in mid-June 2021 to support further growth.

SW asked what proportion of applications were likely to be converted to enrolment?

LH confirmed that previously the conversion rate was around 80%, though the position is complicated by the fact that many additional applications are received in the late Summer.

10. SEARCH & GOVERNANCE

10.1 Report from the Search & Governance Committee

SO presented a report from the Search and Governance Committee. Highlights were:

- The resignation of the Clerk, Gill Parkinson, search underway for new Clerk. Minutes etc to be as complete as possible before GP's last working days – **ACTION:** all Chairs to ensure minutes up to date.
- New Governors (those who joined at last FGB) are now fully inducted and have been incorporated into the relevant committees.
- A log of potential applicant governors has been created and the Committee would continue to respond to new candidates.
- The skill review is on-going.
- There is a hope to return to face-to-face governor meetings in the new academic year (see Item 10.2).
- Compulsory training and DBS compliance had been checked by SO and would be followed up termly.
- Feedback on Skillgate had been provided.
- Completed training should be fed back to the Clerk for recording.
- CW noted Prevent training was being updated as changes had not been made which should have been (picked up by a Governor).

Chairs

10.2 Returning to on-site meetings

The Corporation discussed the timing of return to on-site meetings. The plan was to return to face-to face in September at least for the Corporation. Committee Chairs would use their discretion.

10.3 2021-22 Corporation Dates

AUTUMN TERM	Day	Date	Time
SDC Estates focus	tba	September	
Remuneration	Monday	27 th September 2021	16:00
Update for Board Members	Monday	11th October 2021	15:00
Half term 25/10/21 – 29/10/21			
Strategic Development Committee	Monday	8 th November 2021	16:00
Audit	Monday	22 nd November 2021	16:00
Search & Governance	Wednesday	24 th November 2021	16:00
Curriculum & Quality	Monday	29 th November 2021	16:00
Finance & Resources	Monday	6 th December 2021	16:00
Corporation	Monday	13 th December 2021	15:00
Christmas Holiday 20/12/21 – 4/1/22			

SPRING TERM	Day	Date	Time
Search & Governance	Monday	24 th January 2022	16:00
Strategic Development Committee	Monday	7 th February 2022	16:00
Half term 21/2/22 – 25/2/22			
Audit	Monday	7 th March 2022	16:00
Curriculum & Quality	Monday	14 th March 2022	16:00
Finance & Resources	Monday	21 st March 2022	16:00
Corporation	Monday	4 th April 2022	15:00
Easter Holiday 11/4/22 – 22/4/22			

SUMMER TERM	Day	Date	Time
Strategic Planning Day	Monday	9 th May 2022	12:00
Strategic Development Committee	Monday	24 th May 2022	16:00
Half term 30/5/22 – 3/6/22			
Audit	Monday	20 th June 2022	16:00
Curriculum & Quality	Monday	27 th June 2022	16:00
Finance & Resources	Monday	4 th July 2022	16:00
Remuneration	Monday	11 th July 2022	16:00
Corporation	Monday	18 th July 2022	15:00
Summer Holiday starts 22/7/22			

11. ACADEMY TRUST**11.1 Report from the Chair of the Newbury College Academy Trust**

IW presented his report.

The Corporation agreed in 2014 to become the Academy Sponsor for the planned Highwood Copse Primary School, working in partnership with Theale Primary School. The College Corporation is a 'Member' of the Academy Trust, along with the College Principal, the Director of Finance & Estates and two independent members. The College controls appointments to the Trust Board and, thereby, retains overall control of the Academy, which is a separate legal entity. The Board agreed in 2018 that the School

	<p>would be built on an area to the south of the campus, along with a new adopted road from the A339. Key updates this year included:</p> <ul style="list-style-type: none"> • The Members held their annual meeting and agreed the appointment of a fifth Trustee. • The Trust Board has met monthly to oversee all aspects of the academy and school plans. • The building was delayed by the bankruptcy of the first contractor and then by the pandemic but was completed in November 2020. • The DfE signed the Funding Agreement for the Academy in March. • The Executive Head (Catherine Morley) and Headteacher (Serraphina Robinson) have worked with key College staff to prepare the School for opening in September. • Pre-opening funding has been received from the DfE and from WBC, which helps to fund the work that College staff have carried out this year. • Currently, 26 children have accepted places to join the first cohort in the Reception year. • Additional staff, including specialist teachers, classroom assistants and a Business Manager are currently being appointed as NCAT employees. • Ofsted carried out a successful pre-registration inspection in June, with no additional actions being required and the School is on target to open successfully in September. <p>TR added that he had taken a tour of the school and was very impressed with the site and Head.</p>	
12.	ANY OTHER BUSINESS	
	<p>SO thanked both SLT and governors for their work in a challenging year and noted signs of success, including overall quality and the College's reputation.</p>	

Confirmed as a correct record: Signature of Corporation Chair

Date