

# Minutes

## CORPORATION BOARD MEETING

Date:	25 March 2024	Time:	3.00 PM
Chairperson:	Sally Osmond	Location:	College Restaurant

Members	Name	Present	Role
1.	Chris Wilson (CW)	*	External Member
2.	Lesley Black (LB)	*	External Member
3.	Iain Wolloff (IW)	*	Principal & Chief Executive
4.	Javaid Iqbal (JI)	*	External Member
5.	Debbie Ferguson (DF)	*	External Member
6.	Khushi Ashwin (KA) <i>(not for item 5 or 12)</i>	*	Student Member (19+ HE)
7.	Peter Lambert (PL)	*	External Member
8.	Roshani Jai (RJ) <i>(not for item 5 or 12)</i>	*	Student Member (16-19)
9.	Sally Osmond (SO)	*	External Member & Chair
10.	Sam Dibas (SD)	*	External Member
11.	Shelly Van Meter (SVM) <i>(not for item 12)</i>	*	Staff Member (Teaching)
12.	Stuart Compton (SC)	*	External Member
13.	Neil McDougall (NM) <i>(not for item 1-3)</i>	*	External Member
14.	Trevor Gabriele (TG) <i>(not for item 1-3)</i>	*	External Member
15.	Russell Shackleton (RS)	*	External Member
16.	Tim Major (TM)	*	External Member
<b>Apologies:</b>	Julian Cooper (JC)		External Member
	Professor Gavin Brooks (GB)		External Member & Vice Chair
	Sue Richardson (SR)		Staff Member (Support)
<b>In Attendance:</b>			
1.	Martin McNeill (MM) <i>(not for item 1-5)</i>	*	AOC External Governance Reviewer
2.	Cathy Wright (CW) <i>(not for item 12-14)</i>	*	Vice Principal – Central Services (VPCS)
3.	Jatinder Matharu (JM) <i>(not for item 12-14)</i>	*	Director of Safeguarding and Support (DSS)
4.	Heather Large (HL)	*	Governance Professional (GP)
5.	Lee Hunt (LH) <i>(not for item 12-14)</i>	*	Vice Principal – FE & Curriculum (VPFEC)
6.	Jo Houghton (JH) <i>(not for item 12-14)</i>	*	Vice Principal – HE & Skills (VPHEs)
7.	Paula Powditch (PP) <i>(not for item 12-14)</i>	*	Director of Finance (DF)
8.	Nathan Hall (NH) <i>(not item 12-14)</i>	*	Director of Estates & Facilities (DEF)
<b>Item 5 Only</b>			
9.	Anne Whitworth (AW)	*	FEC Adviser
10.	Frances Wadsworth (FW)	*	Deputy FE Commissioner
11.	Kate Webb (KW)	*	FEC Adviser
12.	Rhys Thomas (RT)	*	DfE Team
13.	Girma Ejere	*	DfE Team
<b>Quorum:</b>	40%	*	17 present - meeting quorate

Item		Reports
1	<p><b>Welcome and Apologies for Absence</b></p> <p>Apologies were received and accepted for Professor Gavin Brooks, Sue Richardson and Julian Cooper.</p>	
2	<p><b>Declarations of Interests</b></p> <p>No declarations of any pecuniary, business or conflict of interests were made in any of the agenda items.</p>	
3	<p><b>Approval of new Governors</b></p> <p>The Chair explained that following a successful recruitment campaign by Peridot, with the support of the FEC, there are two new Finance skilled Governors proposed as external members. Governors duly nominated and elected as external members:</p> <ul style="list-style-type: none"> <li>• Neil McDougall</li> <li>• Trevor Gabriele</li> </ul>	Paper – p.4
4	<p><b>Introduction of New Members</b></p> <p>The new members joined the meeting.</p>	Verbal
5	<p><b>FE Commissioner - Update on FEC Support *</b></p> <p>Noted as a confidential minute.</p>	Tabled
6	<p><b>Governance</b></p> <p><b>It is to be noted that Staff and Student Members joined the meeting at this point.</b></p> <p>The Chair advised the Board of the immediate resignation of Andrea Wood. There are many recommendations pending that are related to Governance which are likely to continue into the next academic year. Policies will remain a significant focus for the Board with necessary and statutory reviews of the College’s policies to get them updated with current legislation and reviewed within the defined time period of review.</p>	Verbal
6.1	<p><b>Minutes of the Previous Meeting</b></p> <p>The minutes of the 11 December 2023 were duly agreed and will be signed and filed.</p>	Paper – p.14
6.2	<p><b>Matters Arising from the minutes</b></p> <p>There were no outstanding matters arising from the Minutes of the 11 December 2023</p>	Paper – p.21
6.3	<p><b>Search and Governance Update</b></p> <p>The Chair updated the Board on:</p> <ul style="list-style-type: none"> <li>• Work with Peridot producing two new Governors to support the Finance and Resources Committee.</li> <li>• The new Governor Induction process continues to be refined pending feedback.</li> <li>• There is a new Governor Visit form to complete when any Governor makes a visit to the College, other than a minuted Committee meeting.</li> <li>• Sharepoint has been set up for document retrieval and storage for all Governance matters.</li> <li>• Governor meeting attendance and training is now monitored to enable easy reporting.</li> <li>• In depth review of the new Code of Good Governance 2024 will be started with the objective of its implementation at the end of 2024.</li> <li>• External Review of Governance is in process.</li> <li>• Policies are now being reviewed, updated and submitted for Committee approval. The majority will go to Committees who will then undertake the review and updates with a final recommended version submitted to Board.</li> </ul>	Paper – p.22
6.4	<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• Anti-Fraud Policy and Response Plan – Updates required for submission to Strategy Day for Board approval</li> </ul>	Appendix 1

	<ul style="list-style-type: none"> <li>• Fees, Refund and Compensation Policy – Approved</li> <li>• General Data Protection Policy – Approved subject for 3 year review to be changed to annual</li> <li>• Access &amp; Participation Statement – Approved</li> <li>• ESF and ESF Match Funding Policy – Approved</li> <li>• Safeguarding Policy – Updates required for submission to Strategy Day for Board approval</li> <li>• Complaints Policy – All to review off line and send comments to Chair of Curriculum and Quality Committee/Clerk for update and Board approval at Strategy Day</li> <li>• Whistleblowing – Updates required for submission for Board approval at Strategy Day</li> <li>• Teaching and Learning – Updates required for submission for Board approval at Strategy Day</li> <li>• Quality Assurance - Updates required for submission for Board approval at Strategy Day</li> </ul> <p><b>Action: VPHEs to update Anti-Fraud Policy and Response Plan, Safeguarding, Complaint, Whistleblowing, Teaching and Learning and Quality Assurance Policies and submit for Strategy Day Meeting on 13 May 2024 for Board approval.</b></p>	
6.5	<p><b>Governance Professional Report</b></p> <p>The Governance Professional made recommendations on:</p> <ul style="list-style-type: none"> <li>• Governor training completed to date</li> <li>• Recommendations on Audit and AI</li> <li>• Increasing the competency and understanding of the Board in AI</li> <li>• Sharing of other College’s knowledge in AI</li> </ul> <p><b>Action: SM to forward to the Clerk other College updates on AI.</b></p> <p><b>Action: SD &amp; TM to complete KCSIE 2023 training.</b></p> <p><b>Action: GP to ensure the staff induction training on Skillgate is removed for Governors.</b></p> <p><b>Action: DF to complete Code of Conduct training on Skillgate.</b></p>	Paper – p.25
7	<b>College Reports</b>	
7.1	<p><b>Principal’s Report</b></p> <p>The Principal presented his report, which included updates on:</p> <ul style="list-style-type: none"> <li>• Ofsted Consultation</li> <li>• Advanced British Standard</li> <li>• Use of AI in FE colleges</li> <li>• Spring Budget</li> <li>• Questioning Gender Guidance</li> <li>• English &amp; Mathematics Funding Conditions</li> <li>• College Improvement Plan</li> <li>• FE Commissioner Strategic Review</li> <li>• Capital Receipts</li> </ul> <p>The Board asked the Principal about the mock inspection monitoring visit. The Principal advised:</p> <ul style="list-style-type: none"> <li>• There was scrutiny of safeguarding with a very positive judgement</li> <li>• English and Maths delivery was seen as having made significant improvement on-site, with off-site delivery needing some improvement.</li> </ul>	Paper – p.35

	<ul style="list-style-type: none"> <li>• Foundation learning improvement continues at a steady pace.</li> <li>• The hard work by the College on work experience was acknowledged and was praised for the clear strategy on getting the approach correct though work is needed on the impact of work related experience.</li> <li>• Student behaviour received praise</li> </ul> <p><b>It is to be noted that other comments relating to the land sale(s) were recorded in the Confidential Minutes.</b></p> <p><b>It is to be noted that Roshani Jai and Sam Dibas left the meeting at 17.09 hours.</b></p>	
<b>7.2</b>	<p><b>Student Governor Report</b></p> <p>The Board were informed of:</p> <ul style="list-style-type: none"> <li>• Lecturers: Students in the UCN have expressed their appreciation for their supportive and encouraging lecturers. Teams have considered feedback provided in term 1 and actioned accordingly. Students are happy with the personalised attention they receive for assignments and customised learning activities</li> <li>• Development Coaches/Mentors: Students have access to an assigned development coach or mentor to discuss any personal or academic needs they may have.</li> <li>• Wellbeing and Safeguarding: Students feel the UCN’s wellbeing and safeguarding measures are effective and supportive.</li> <li>• Equipment and Resources: Students have easy access to a good range of equipment/resources which are useful for their assessments. Students find online resources, such as Teams, extremely helpful to communicate with lecturers about assignments and learning materials.</li> </ul> <p>The Board were advised of potential opportunities for:</p> <ul style="list-style-type: none"> <li>• Assignment Feedback: Students would appreciate receiving one-to-one feedback in addition to the written feedback provided to give the opportunity to ask any questions and receive detailed feedback.</li> <li>• Speaker/Visits: Not all courses have arranged a guest speaker or a learning trip. On those courses that have, students have found interacting with these opportunities useful for their development.</li> </ul>	Paper – p.38
<b>8</b>	<b>Curriculum and Quality</b>	
<b>8.1</b>	<p><b>Report from the Curriculum and Quality Committee</b></p> <p>Professor Gavin Brooks presented his report updating the Board on the meeting held on 18 March 2024:</p> <ul style="list-style-type: none"> <li>• CQC received a comprehensive report from the recently appointed Director of Safeguarding and Support, that included details of the newly established safeguarding structure and how the online reporting system (MyConcern) has been introduced and implemented to record and document safeguarding concerns.</li> <li>• CQC received an update report from the Safeguarding link Governor who confirmed good progress was being made in this area now that the new team is in place.</li> <li>• CQC considered, in detail, progress with implementing the College Improvement Plan (CIP) and discussed the areas of concern with English and Maths, including attendance and performance in assessments.</li> <li>• CQC was informed that FE Associates were conducting a mock Ofsted monitoring visit to the College, adopting the methodology used by Ofsted, from 19-20 March 2024.</li> <li>• CQC received an update on progress against the actions identified in the College FE and HE QIPs.</li> </ul>	Paper – p.42

	<ul style="list-style-type: none"> <li>• Delivery of Personal and Pastoral Development to students continues to be challenging, significant progress has been made to the quality of its provision.</li> <li>• CQC received a briefing paper on planned national changes to the education landscape along with a summary of proposed developments to the College’s education offer. A more detailed discussion of the College’s future educational portfolio, and the consequent resource needs, will likely be held as part of the forthcoming Strategy Day in May 2024.</li> <li>• CQC received an update on the College’s work to meet local skills needs and the LSIP.</li> </ul> <p>The Board asked if the College Improvement Plan is going to be shared with the Board. The Chair of C &amp; Q Committee confirmed it would once it has been refined along with the implementation of a RAG status allocation. Chair of C &amp; Q Committee asked for volunteers from external board members for the roles of SEND Link Governor and EDI representative and encouraged interested members to submit their applications to Chair and the Clerk.</p> <p><b>Action: All to consider taking on SEND Link Governor role or EDI representative.</b></p>	
8.2	<p><b>Safeguarding</b></p> <p>The Board were updated on:</p> <ul style="list-style-type: none"> <li>• MyConcern has added value to the identification, monitoring, and use of safeguarding intelligence.</li> <li>• Strengthened Safeguarding team in place with appropriate levels of training.</li> <li>• Wellbeing Coordinator and Safeguarding Coordinator will be undertaking training in trauma informed practice to provide a deeper understanding of adverse childhood experiences and how to work with young people facing adversity.</li> <li>• Resources to support the continued delivery of Pastoral Tutoring remain under review.</li> <li>• Positive behaviour Coach Job Description has been reviewed and re-evaluated to attract suitable candidates.</li> <li>• Behaviours and Attitudes of Students continues to be good.</li> <li>• Attendance remains a concern and interventions are in place to drive improvement.</li> <li>• Historic sexual assault court case against a former student has concluded and the alleged perpetrator was cleared of any allegations 29.02.2024.</li> </ul> <p>The Board asked how confident the College was in its safeguarding procedures for off-site provision. The DSS explained that more opportunity to explore this area is needed and that it is ongoing. The VPFEC explained that from the two incidents recorded off site, it was clear that the College has reporting processes that were just as robust as they were on site. This reflected on the expertise of the DSS and her team. Sessions on safeguarding and student behaviour are regular and strategies are implemented for all staff to deliver off site safeguarding and this continues to improve.</p>	Paper – p.47
8.3	<p><b>College Improvement Plan</b></p> <p>The Board noted this has been extensively debated:</p> <ul style="list-style-type: none"> <li>• Personal Development. Action mainly on track, with some minor issues</li> <li>• WEX/WRA Action mainly on track, with some minor issues</li> <li>• English and Mathematics Action is on track</li> <li>• Foundation Learning Action is on Track</li> <li>• Assessment Action is on Track</li> </ul> <p>There were no further questions from the Board.</p>	Paper – p.59
9	<p><b>Finance and Resources</b></p>	
9.1	<p><b>Report from the Finance and Resources Committee</b></p> <p>The Chair of Finance and Resources Committee updated the Board and:</p> <ul style="list-style-type: none"> <li>• noted that the planning application for Mayfield Point was heard by the</li> </ul>	Paper – p.63

	<p>Western Area Planning Committee meeting on 20 March</p> <ul style="list-style-type: none"> <li>noted the ongoing position that receipt of funds from land sales is critical to the financial position of the College</li> <li>was pleased to receive the positive report on student numbers exceeding budget and the associated increase in income</li> <li>reviewed the monthly management accounts and was advised that February month end cash was £186k greater than forecast.</li> <li>received reports on the proposed budget timetable and the greater use of contribution margins in the budget setting process.</li> <li>noted that the IT Strategy paper is not yet complete and is to be submitted to FGB directly on 25th March</li> <li>received updates on HR matters, on marketing activity and on the appointment of the new Finance Director</li> <li>received an update from the Chair of the SDC</li> <li>noted that the 5 year financial plan would be updated alongside the budget and curriculum planning (various required changes have been noted but the 5 year plan has not been fully reviewed)</li> <li>received an update on the financial implications of the PFI close</li> </ul> <p>There were no questions from the Board.</p>	
<p><b>9.2</b></p>	<p><b>Monthly Management Accounts</b></p> <p>The Director of Finance presented the management accounts up to February 2024 and highlighted:</p> <ul style="list-style-type: none"> <li>The Year to Date Operating Deficit of £(1,650)K is £279K adverse to budget (January £417k adverse) , this is due to variances with the phasing of the budget and these differences will unwind as the year progresses.</li> <li>The Total Surplus of £(651)K is £2,279K adverse to budget (December £417k adverse). This includes £1m profit on the sale of land against £3m budget, due to the moving of the next £2m capital receipt into September 2024.</li> <li>Overall income for 23/24 is currently forecast to be £811K higher than budget, due to the positive balance from several increases (from growth and from additional funding) and one significant downward adjustment in the income from Local Authorities for high needs students.</li> <li>Overall expenditure for 23/24 is forecast to be £495k higher than budget, due largely to the planned increases for staff costs to support the growth in student numbers, the pay rise, and the additional posts agreed for post-inspection development.</li> <li>The forecast operating deficit for 23/24 is, therefore, -£2.108M, which is £261K better than budget before the land sale.</li> <li>The cash flow position for the next 3 years has been re-projected to take account of all changes, including those to the timing of capital receipts for the land sales. In summary: <ul style="list-style-type: none"> <li>Lowest cash balance in next 12 months - £0.8m July 2024 Cash days 20.</li> <li>Lowest cash balance in next 36 months - £0.8m February 2026 Cash days</li> </ul> </li> </ul>	<p>Paper – p.64</p>
<p><b>9.3</b></p>	<p><b>IT Strategy</b></p> <p>The VPCS presented the IT Strategy to the Board and noted:</p> <ul style="list-style-type: none"> <li>JISC Feedback: An infrastructure report was requested and has been received.</li> <li>Consultation: Hull College have been supportive in the development of the strategy.</li> <li>Internal review: Feedback from key staff has been reviewed.</li> <li>External review: An analysis of the external impacts on the College strategy has been undertaken.</li> <li>Lifecycle review: A full costing and plan of lifecycle and service requirements will be submitted to SLT in May and ready for the capital review by Corporation in</li> </ul>	<p>Paper – p.79</p>

	<p>July. Immediate changes were identified in the JISC report. Planned growth numbers were confirmed on Friday 15th March and will impact on the capital request and planning.</p> <ul style="list-style-type: none"> <li>• Timelines: Once priorities have been agreed with key stakeholders, timelines for the implementation plan will be confirmed. This will be submitted to SLT alongside the lifecycle review.</li> <li>• AI and Digital: Both areas will be part of a separate strategy or plan that will link into the overarching IT strategy.</li> <li>• The revised document takes account of a range of external sources and feedback from internal stakeholders</li> <li>• The IT strategy is a college-wide plan.</li> <li>• The IT team remain under resourced.</li> <li>• Communication: Feedback has shown that changes to rooms and resources has not been communicated correctly and that more consultation is needed in some scenarios.</li> <li>• Demand for equipment is not consistent during the week and IT resources need to be considered when timetabling or planning activities e.g. Student Voice survey.</li> <li>• Training of staff in the use of some IT systems remains a priority and alternative solutions need to be found.</li> </ul> <p>The Board asked:</p> <ul style="list-style-type: none"> <li>• If the College has access to funding. This was confirmed as a total of £73k and will come from the capital budget and the College will prioritise what elements of the plan are needed. There is a potential £100k to be accessed.</li> <li>• If safeguarding can still be rigorously maintained while upgrades are made. The College was confident that this will be secured both on line as well as the curriculum delivered and felt there would be some cross over in responsibilities.</li> </ul> <p><b>Action: IT Structure to be discussed at the Board Strategy Day Meeting.</b></p>	
<b>10</b>	<b>Audit</b>	
<b>10.1</b>	<p><b>Report from the Audit Committee</b></p> <p>The Board were updated on:</p> <ul style="list-style-type: none"> <li>• Internal audit reports – The Apprenticeship funding report was some months late containing some fundamental recommendations. The College were questioned on the detail of the recommendations and assured most were around compliance auditing. No errors were systemic but were a result of the complexity of funding rules.</li> <li>• Risk Register – Cyber security remains a high level risk and an audit of the college’s arrangements has been included in the schedule of internal audits for the rest of this academic year.</li> <li>• Health and Safety – Monitoring and training matters were discussed, and no significant incidents reported apart from a staff member when managing a foundation student had their arm broken. An insurance claim may result.</li> </ul>	Paper – p.94
<b>11</b>	<b>Strategic Development Committee</b>	
<b>11.1</b>	<p><b>Report from the Strategic Development Committee</b></p> <p>The Chair of the Strategic Development Committee updated the Board on:</p> <ul style="list-style-type: none"> <li>• Strategy - A detailed discussion was held on the initial draft of the revised college proposals for its Strategic Plan 2023-2028. This will continue, as will working towards the plans for the Strategy Day in May.</li> <li>• Campus - Discussion regarding the sale of the parcels of land and the progress on the planning application were considered under the principal’s report.</li> <li>• PFI - The committee were updated on the on-going plans to bring the PFI to a close and the inputs required from external parties. The strategies for post PFI</li> </ul>	Paper – p.95

	<p>are now being brought much more into the conversation and costs of taking the building over are being considered.</p> <ul style="list-style-type: none"> <li>Climate action and sustainability - Progress on the climate action plan was presented and it seems that the action is turning into tangible deliverables. Concern was expressed as to the potential cost of actions and how much the college could financially support in this area with the current financial constraints. However, it was concluded that this should not limit the ambition set.</li> </ul> <p>There were no questions from the Board.</p> <p><b>All left the meeting at this point apart from External Governors.</b></p>	
<b>12</b>	<b>Minutes of the previous meeting*</b> Noted as a confidential minute	Confidential Paper
<b>13</b>	<b>Remuneration Committee*</b>	
<b>13.1</b>	<b>Report from Remuneration Committee*</b> Noted as a confidential minute	Confidential Paper
<b>14</b>	<b>Any Other Business</b> All were encouraged to attend the Strategy Day Meeting on Monday 13 May at 12 noon.  <b>Meeting Closed at 18.27 hours</b>	
	<b>Date and time of Next Meeting: Monday 13 May 2024 at 12 noon</b>	

# Denotes items not previously considered by a Committee of the Corporation

\* Denotes confidential items

Signed:

*Sally Osmond*

(Chair) Date: 29 Jul 2024

Sally Osmond (Jul 29, 2024, 6:26pm)



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**Parties involved with this document**

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