

Newbury College Corporation

Non-Confidential minutes of a meeting held on Monday 4th April 2022

Members	Name	Present	Role
1.	Chelsea Cordiner	*	External Member
2.	Derek Peale (DP)	*	External Member
3.	Didem Allen	*	Finance Director
4.	Glyn Howells (GH)	*	External Member
5.	Iain Wolloff (IW)	*	Principal & Chief Executive
6.	Javaid Iqbal (JI)	*	External Member
7.	John Knight (JK)	*	External Member
8.	Lauren Bailey	*	Student Governor
9.	Martin Hamer (MH)	*	External Member
10.	Mike Farwell (MF)	*	External Member
11.	Nick Fox (NF)	*	External Member
12.	Peter Lambert (PL)	*	External Member
13.	Sally Osmond (SO)	*	External Member– Chair
14.	Shelly Van Meter (SVM)	*	Staff Member (Teaching)
15.	Simon Thompson (ST)	*	External Member
16.	Sue Richardson (SR)	*	Staff Member (Support)
17.	Sue Wood (SW)	*	External Member
18.	Tom Rossiter (TR)	*	External Member (<u>attended via teams</u>)
Apologies:			
1.	Alfie Green	*	Student Representative.
2.	Cathy Wright	*	Director of HR & Support Services
3.	Sam Dibas (SD)	*	External Member
In Attendance:			
	Jo Houghton (JH)	*	Director of Business & Partnerships
	Lee Hunt (LH)	*	Vice Principal
	Rachel Southall (RS)	*	PA
	Richard Lee (RL)	*	Clerk to Corporation – Minute taker
Quorum:	7 required	*	18 present at start - meeting quorate

		ACTION
1.	WELCOME ON NEW CLERK AND APOLOGIES FOR ABSENCE There were apologies from Alfie Green, Cathy Wright and Sam Dibas. SO welcomed Didem Allen as Finance Director and Richard Lee as Clerk to the Corporation.	
2.	DECLARATION OF INTERESTS There were no declarations of interest made.	

3.	GOVERNANCE	
3.1	<p>Report from the Search & Governance Committee</p> <p>SO reported to the Board on work concerning governance. Work has been on going on all aspects of required governance, though no meeting of the Committee has been held since the last Board meeting. The Corporation has outstanding vacancies for Board members with specific skill sets and a search is on-going to find Board members to fill critical roles. The Board is losing three long standing Board members MF (finance), SW and ST; the Board thanked them for their service and acknowledged that they will not be easy to replace. A Clerk to the Corporation has been appointed with a starting date of 1 April. The job description has been updated and an evaluation of the time required conducted.</p> <p>SO reviewed four briefings from the Further Education Commissioner for the Board highlighting increased support for T levels, the creation of external board reviews, mandatory limits on board members' terms and growing support for colleges. SO noted most colleges face problems staffing courses within the given budget.</p> <p>IW observed that the financial health of colleges appears not to have declined during the pandemic. MF responded that the current financial data on colleges is dated.</p>	
3.2	<p>Appointment of new Board Members</p> <p>The appointment of Chelsea Cordiner as an external member of the Board was proposed.</p> <p>A second potential Board member was suggested; the Board is invited to review his CV prior to the next meeting.</p> <p>The Board confirmed the appointment of CC as a Board member.</p>	
3.3	<p>Committee Membership</p> <p>SO proposed changes to the Committee membership to maintain the required committee quorum of three. Governors were invited to join additional committees if they have the requisite skills. SO outlined the intention to revise the Committee membership. SO also proposed the contact lists be revised and shared.</p> <p>MF suggested an Audit Committee member be transferred to the Finance & Resources Committee.</p> <p>The Board approved the revising and sharing of contact lists.</p>	
3.4	<p>Governor Training</p> <p>TOPIC: Governor aspects of Ofsted Inspection</p> <p>LH presented on the role of Governors in Ofsted Inspections summarising expectations on Governors, the requirements of the EIF handbook and the Ofsted process.</p> <p>SW noted that in two prior College inspections governors are well briefed ahead of inspection but that the notice period is short.</p> <p>SO asked about the notice period given for an OFSTED inspection. LH responded that seven days' notice is normally given.</p>	

	<p>MH asked how to identify what responsibilities fall within the purview of the Executive Officers and what the purview of the Governing Board? LH responded that the key responsibility for the Board was to 'provide confident, strategic leadership and create strong accountability for, and oversight and assurance of, educational performance to ensure continuous and sustainable improvement' (as set out in the Ofsted FE & Skills Handbook).</p> <p>ST noted that Ofsted conversations regarding safeguarding were conducted not in isolation but with the whole team.</p> <p>SO noted that the Terms of Reference of the Committees have all been revised. IW noted that the terms of reference for the Corporation Board were set out in the 'Instrument & Articles of Government' which were last reviewed in December 2021.</p> <p>MF noted it is good practice to review prior Ofsted reports prior to a new inspection. MF also asked whether governor training is up to date. SO replied that all mandatory training is up to date as are DBS checks. SO noted optional training has not been recorded.</p> <p>Action - Training records are to be reviewed.</p>	RL
3.5	<p>Minutes of the previous meeting</p> <p>SO invited the Board to approve the minutes for the meeting held on the 13th of December 2021.</p> <p>GH asked if hashes present in sections 11.1 and 11.2 on p. 18 were required. SO responded that these denoted confidential minutes.</p> <p>The Board approved the Minutes of the meeting held on 13th December 2021.</p> <p>IW noted that staff had been asked to leave the meeting for the pay and conditions discussion, but subsequently, once a decision had been reached about a pay award, said information was made available to them.</p> <p>The Board approved the Confidential Minutes of the meeting held on 13th December 2021.</p>	
3.6	<p>Matters arising from the minutes / Action Log</p> <p>SO reviewed the three actions that were carried forward on the action tracker. CW had an action on the collection of staff identity data, which is in progress. IW noted that the original data could not be transferred to the new HR system.</p> <p>Action - Staff identity data must be re-collected.</p> <p>SO noted two actions have been closed:</p> <ul style="list-style-type: none"> • Including T Levels as a potential risk in the risk register. • Following up with the West Berkshire Volunteer Bureau about potential governors. 	CW
3.7	<p>Strategic Planning Day Update</p> <p>SO outlined the agenda for the Strategic Planning Day including an update on planning, strategy alignment and conversations regarding the PFI. The principal part of the agenda will comprise, people strategy and staffing strategy, recruitment,</p>	

	<p>retention and performance management. These areas require input from the Board as staffing is problematic.</p> <p>IW noted that prior to the Strategic Planning Day an SLT meeting will be held to review areas of spending and identify what elements of the budget are controllable and what elements are not, for the purpose of informing ongoing discussion about how to incentivise and retain staff.</p> <p>MF noted that spending on staff is directly related to course numbers.</p>	
3.8	<p>Policies</p> <p>SO requested the Board to review and approve two policies:</p> <ul style="list-style-type: none"> • Risk Management Policy (Audit Committee). • Business Continuity Policy (F&R Committee). <p>GH noted the Risk Management Policy was reviewed and finalised at the last audit committee.</p> <p>The Board approved the adoption of the Risk Management Policy.</p> <p>NF reviewed the Business Continuity Policy and recommended:</p> <ul style="list-style-type: none"> • The addition of plans for gas leaks, floods, bomb alerts, terrorism and cyber-attacks to the Business Continuity Policy. • Review of the Business Continuity Policy that Mitie is responsible for, noting if these are outlined in the PFI contract have these been audited by the College? • Consideration of the inclusion of disaster/business recovery of services in the Business Continuity Policy. <p>JK suggested that the HR focus of the Business Continuity Policy was not the correct focus and the Business Continuity Policy should be further developed before approval. MF replied that the issue of HR had previously been challenged and cyber security was also dealt with through the audit committee. JK suggested this information also be present in the Business Continuity Policy.</p> <p>SO suggested that the Business Continuity Policy should undergo additional review but remain a functioning working draft to be discussed at the next meeting. IW further noted that policies, in addition to being a living document, were also required by third party organisations, for example during the bid writing process. SO noted that a prior policy can be used whilst a new policy is in development.</p> <p>NF suggested that alongside a policy there should be the creation of action cards. GH noted the policy and action cards are integral to a strong policy implementation.</p> <p>The Board approved the adoption of the Business Continuity Policy with the action that it is returned to the committee for further consideration.</p>	
4.	COLLEGE REPORTS	
4.1	<p>Principal's Report</p> <p>IW provided a summary of current issues for the sector and key issues for the College since the previous Corporation meeting. The report summarised sector issues including the Chancellor's Spring Statement and the progress of the Skills & Post-16 Bill, the Strategic Development Fund, AOC report on College Staffing, the DFE</p>	

	<p>consultation on qualifications at level 2 and below and HE fees and loans. Key College issues included the war in Ukraine, finances & cashflow, curriculum development, College events and news.</p> <p>NF asked if the Board could help in the staff recruitment process. IW responded it would be useful to disseminate staffing needs as broadly as possible but noted it was salary competition, rather than awareness of positions, that often-limited applications.</p> <p>MF asked if DFE might consult on the possibility of schools leaving the Teachers Pension Scheme. IW confirmed this was a possibility.</p> <p>JK asked if pandemic planning will be included in future reports as Coronavirus numbers are increasing. IW responded that there are fewer controls, but that comparatively high levels of staff infections persist.</p>	
4.2	<p>Student Governor Report</p> <p>LH reviewed key student issues derived from consultation with the FE and HE student bodies highlighting the resolution of most issues raised at the last FE Student Council related to IT, and a reduction in points raised through FE course representatives. LB highlighted the HE students reported student experience at UCN as positive. LH highlighted the importance of a Green Agenda within the 2022-23 student enrichment plan and raised concerns regarding the updating of software on College computers, canteen opening times, UCN laptop charging point access and water temperature and pressure issues related to UCN toilet facilities.</p> <p>SVM noted LB had worked hard in effectively communicating with all the course reps.</p> <p>GH noted how effective and swift the turnaround on points previously raised had been, and how effective student feedback has been in that process.</p>	
5.	CURRICULUM & QUALITY	
5.1	<p>Report from the Curriculum & Quality Committee</p> <p>SW summarised the Curriculum and Quality Report which highlighted growth in 16-19 student numbers for the current year and increased applications for next year; 19+ full time courses are undersubscribed but 19+ part time provision will likely increase as the focus switches to Maths and English provision in partnership with third party organisations. SW recommended that curriculum planning should be considered a risk in the Risk Register by the College. The UCN QIP identified the need to increase more female and BAME students. The Apprenticeship QIP highlighted the need to recruit suitable staff; Foundation Learning needed to more effectively retain and develop support staff. Attendance at English and Maths remains challenging as does the timely completion of apprenticeships and certification of learners. Evaluation of assessment of teaching and learning has shown a successful move away from graded observations to ETF supported identified areas for improvement. Safeguarding systems within the College have been tested and proven effective, although there has been an increase in more serious concerns.</p>	
5.2	Curriculum Developments	

	<p>LH presented to the Board a report on planned developments in the curriculum offer for 2022/23. LH summarised key areas including:</p> <ul style="list-style-type: none"> • The development of T level Routes for 2023 – 2025 and the allocation of £621,000 to purchase specialist equipment linked to T Level routes. • The development of the Sports and Fitness Department. • Completion of the 3-Year Curriculum Action Plan. • An increase in study programme hours from 540 to 580 and associated funding. • Student recruitment for the planned T level routes. • The future of the Prince's Trust programme and the review of FE provision with low student numbers. <p>JH reported on the development of new UCN programmes.</p> <p>JK – congratulated LH, JH and the team for working effectively with multiple stakeholders.</p>	
6.	AUDIT	
6.1	<p>Report from the Audit Committee</p> <p>The Board received a report from the Audit Committee. GH outlined the work of the AC noting that the Risk Management Policy was reviewed and approved. The Risk Register was reviewed, and GH noted the good quality of the register especially regarding finances. Cyber security was reviewed and considered to be comprehensive. The Health and Safety report was received; Mitie's improvement in health and safety monitoring, including water quality was noted.</p>	
6.2	<p>Risk Register</p> <p>The Audit Committee reviewed the latest update to the Risk Register and some further amendments were agreed. The latest Register was provided to the Board to ensure members were informed of key risks and can further consider any mitigations. IW summarised key updates including revision of both 'actions taken to mitigate' and 'action plans to reduce risks further' for all risks, re-allocation of risk owners amongst the SLT and adjustment of scoring. The highest ranked residual risks remain safeguarding and those related to income and cashflow.</p> <p>GH asked if the impact of inflation is reflected sufficiently in the Risk Register. Additionally has the rising cost of living been considered as a risk as this might increase staff turnover.</p> <p>MF asked if the College might allocate a Board member to deal specifically with health and safety. MF observed inclusion and diversity was not considered sufficiently in the Risk Register.</p>	
7.	FINANCE & RESOURCES	
7.1	<p>Report from the Finance & Resources Committee</p> <p>A report of the work of the F&RC was received by the Board. MF summarised the report including updates on new staff, student numbers, management accounts</p>	

	including reviewing course numbers, cash flow and T Level equipment, gender pay gap report, IT, marketing, HR and recruitment, and potential pension changes.	
7.2	<p>Monthly Management Accounts</p> <p>The Board received and noted the monthly management accounts for February 2022.</p> <p>DA took the Board through the Finance & Resources Committee review of the management accounts for the seven months to 28th Feb 2022. The accounts reflected some important changes based upon updates received since the first reforecast of this financial year in October 2021. These include confirmation of the final 2021/22 16-18 funding allocation (including in year growth numbers), a review of Apprenticeship and AEB activity and confirmation of the receipt of the COVID insurance claim. In addition to these developments there are potential further forecast changes under review in relation to the successful business case outcome for 2020/21 and current year High Needs funding levels. DA highlighted:</p> <ul style="list-style-type: none"> • Apprenticeship numbers and income are better than the budgeted figure. • The Covid insurance claim has now been included as income. • With regard to the cashflow position the point at which cash falls below the agreed lower limit moves to March 2023. • High needs income is likely to exceed the budget. <p>Concerns included lower than anticipated 16-19 growth giving a total downward adjustment in income of £304K, lower AEB funded enrolments in core provision addressed by increasing distance learning provision resulting in an additional £296K in staff costs and decisions on loan allocation made by the ESFA, which will likely result in a c.£30k loss of forecast additional income. Timing of the margin land sale remains uncertain. Additional utilities costs may rise further, but the current forecast has been adjusted from a budgeted deficit of £1.150m to £1.402m.</p> <p>SO asked at what point in the financial year will the final deficit be clear (deficit c. 1.4m at time of writing). IW responded that the figure, 1.4m, is the likely final forecast for the year.</p> <p>SO asked for an update on the land sale. IW responded that the margin land sale process is nearly complete and that the figure has been included in the cash flow. The main land sale will likely show in the January 2023 cash flow. It will likely take 12 months for the planning application to be completed but could take longer.</p> <p>SO noted the ESFA is aware of the situation. IW noted the ESFA might reprofile their allocation for 2022-23, bringing forward some payments to cover the March cash-flow dip in 2023.</p> <p>MF noted the management accounts were produced quickly.</p> <p>MH asked, as the margin land sale is predicated to be put in accounts in 4 months, is there still confidence it is a valid assumption. IW responded that it is likely still valid.</p>	
7.3	<p>Gender Pay Gap Report</p> <p>The Finance & Resources Committee reviewed the information provided in this report, which gives a summary of the Gender Pay Gap at Newbury College on 31st March 2021. This report will be published on the College Web Page in accordance with</p>	

	<p>statutory guidance and the data input into the Government reporting system. The Committee recommended that the Board approve the Report.</p> <p>IW summarised the report noting 76% of College staff are female and that the College's mean gender pay gap is high (in favour of males) for the college education sector, but narrowing to 20.64%. The College's median gender pay gap decreased year on year but sits at 32.8%.</p> <p>The Board approved the Gender Pay Gap Report for publication.</p>	
7.4	MIS Contract Recorded as a confidential minute	
7.5	Pensions* Recorded as a confidential minute	
8.	STRATEGIC DEVELOPMENT COMMITTEE	
8.1	<p>Report from the Strategic Development Committee</p> <p>The Board received a report on the work of the Strategic Development Committee. SO summarised the report including discussion of the content and plan for the Strategy Day on the 9th May 2022 and the finalisation of the Estate Strategy. Updates were received on the land sales, planning application and FM status, the PFI contract and the Condition Survey status and the current status against actions on the climate roadmap.</p>	
8.2	<p>Estate Strategy</p> <p>The Board received the Estate Strategy. SO summarised the Estate Strategy which sets out the current status of the College estate and key capital and estates priorities for the period to 2026, and the available opportunities for redevelopment and expansion that support the College's strategic aims as stated in its Strategic Plan.</p> <p>The final version of the Estates Strategy was reviewed, and it is recommended for finalisation. A copy was provided to the FGB for information. This provides a good base to produce future financial bids and sets a base of understanding for the development of the campus. It was recommended that we now focus on a review of the campus and formulate a strategic development plan for the site going forward, considering the future needs of the College. It was noted that the utilisation figures were low and that there existed a lot of potential within the existing campus facilities. Updates were received on the land sales, planning application and FM status.</p> <p>JH thanked NF for his support in preparing for the end of the PFI.</p> <p>PL asked if there had been further communication related to grants for sports facilities. IW responded that no communication had been forthcoming, but inclusion of the College site within the pitch strategy is the priority.</p>	
9	NCAT	
9.1	<p>Newbury College Academy Trust</p> <p>IW provided an update on the work of the Academy Trust. The school has 24 pupils, with c.85 applications for 30 places for 2022/23. The academy trust has paid the</p>	

	College for services rendered and monies for work done last year have also been received. The gov white paper on schools suggests every school will be in an academy trust by 2030 consisting of 10 schools or more, which prompts the question about whether a single academy trust is still a useful model moving forward.	
10.	ANY OTHER BUSINESS	
	<p>JH asked the Board to approve the proposal to consider adding West Berkshire Training Consortium (WBTC) as a subcontractor to the College to deliver AEB Functional Skills L2 Maths and English in 2022/23. The full value of the contract would be £99,753 for 123 students.</p> <p>SW asked if these potential students were apprentices. JH responded that they were not apprentices but were level two English and Maths students.</p> <p>SW asked who offers quality assurance. JH responded that the College provides quality oversight of the subcontracted services.</p> <p>MF asked that the Board look carefully at West Berkshire Training Consortium's financials when due diligence is conducted.</p> <p>The Board approved the presentation of a business case to the ESFA to add West Berkshire Training Consortium as a sub-contractor next year.</p>	

Confirmed as a correct record: Sally Osmond Signature of Corporation Chair
Date 07 Jul 2022 Sally Osmond (Jul 7, 2022, 12:16pm)



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Parties involved with this document

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Thu, 7th Jul 2022 12:16:46 BST	Sally Osmond - Signer (ec122601bddd6b134bf26db173ba0b8c)

Audit history log

Date	Action
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