

## Newbury College Corporation Board

### Non-Confidential minutes of a meeting held on Monday 11<sup>th</sup> of July

Date:	11 <sup>th</sup> July 2022	Time:	3.00 PM
Chairperson:	Sally Osmond	Location:	Newbury College restaurant

Members	Name	Present	Role
1.	Glyn Howells (GH)	*	External Member
2.	Iain Wolloff (IW)	*	Principal & Chief Executive
3.	Javaid Iqbal (JI)	*	External Member
4.	Lauren Bailey	*	Student Governor
5.	Martin Hamer (MH)	*	External Member
6.	Nick Fox (NF)	*	External Member
7.	Peter Lambert (PL)	*	External Member
8.	Sally Osmond (SO)	*	External Member– Chair
9.	Shelly Van Meter (SVM)	*	Staff Member
10.	Stuart Compton	*	External Member from 3.1
<b>Apologies:</b>			
1.	Alfie Greener (AG)		Student Representative
2.	Chelsea Cordiner (CC)		External Member
3.	Derek Peale (DP)		External Member
4.	Sam Dibas (SD)		External Member
5.	Sue Richardson (SR)		Staff Representative
6.	Tim Major (TM)		External Member
7.	Tom Rossiter (TR)		External Member
<b>In Attendance:</b>			
1.	Cathy Wright (CW)	*	Director of HR and Support Services
2.	Didem Allen	*	Director of Finance
3.	Jo Houghton (JH)	*	Director of Business & Partnerships
4.	Lee Hunt (LH)	*	Vice Principal
5.	Richard Lee (RL)	*	Clerk to Corporation – Minute taker
<b>Quorum:</b>			
	7 required	*	10 present at start - meeting quorate

Item		Links to original papers distributed
1.	<b>Apologies for absence</b> There were apologies from Chelsea Cordiner, Tim Major, Sam Dibas, Derek Peaple, Sue Richardson, Alfie Greener and Tom Rossiter.	Verbal
2.	<b>Declarations of interests</b> There were no declarations of interest made.	Verbal
3	<b>GOVERNANCE</b>	
3.1	<b>Board Membership</b> SO introduced Stuart Compton, a practicing Solicitor who had had applied to the College through the Volunteer Centre West Berkshire. The appointment of SC was unanimously approved by the Board. SO welcomed Tim Major, in absentia, to the Board.  The reappointment of GH for a second term was unanimously approved by the Board.	Verbal
3.2.1	<b>Minutes of the previous meeting*</b> The Board approved the Non-Confidential Minutes of the meeting held on 4 <sup>th</sup> April 2022. No questions or clarifications were put forward.	Paper – Page 3
3.2.2	<b>Minutes of the previous meeting*</b> The Board approved the Confidential Minutes of the meeting held on 4th April 2022.  MH enquired how far action 7.5 (pensions) has been advanced. CW responded that there is an action plan for the pension and that the pension proposal will be presented to the Board in December 2022, with the intention for the pension proposal to be implemented in 2023, if approved.	Paper – Page 12
3.2.3	<b>Matters arising from the minutes</b> SO reviewed two outstanding issues on the action tracker, the collection of staff identity data and a review of training records.  CW responded, regarding staff data, that the request for identity data has been sent to the staff.  RL responded, regarding training records, that oversight of statutory training for Board members is now run by the Clerk and further Governor training and induction processes will be proposed to the Board.  SO noted that JK has resigned for personal reasons. SO thanked JK for his work for the Board.  <b>Action: RL to finalise and distribute new meeting minutes</b>	Paper – Page 15
3.2.4	<b>Governance Update</b> SO updated the Board on Governance highlighting the reconstitution of the Committees including the Search & Governance Committee, moving to electronic signatures, the introduction of college emails for Governors, production of the Governors handbook, creation of a governor expectation document and the creation	Verbal Paper – Page 16

	<p>of a governance policy. SO also noted an auditor review of Governance risk assessment.</p> <p>IW presented the actions post Strategy Day and its effect on Governance, to the Board.</p> <p>IW, SO and CW reviewed the people strategy highlighting subsidised services, social events, leadership dialogues, training progression and incentivisation.</p> <p>LH reviewed the curriculum strategy highlighting marketing challenges and collaboration.</p> <p>JH and IW reviewed the Campus strategy, highlighting the PFI exit, the issue of retaining final PFI payments, and the street redevelopment.</p> <p>SO and RL updated the Board on Committees and dates and provided a provisional timetable for 2022-23 meetings.</p> <p>LH noted the years in the provisional timetable were incorrect. RL responded the 2021 should be read 2022 and 2022 should read 2023. GH noted Teams could be the primary method for meetings for all but Corporation meetings. SO responded there is flexibility to hold meetings on Teams but that the FGB, and additional opportunities, should provide opportunities for Governors to visit the College whilst it is operating. PL noted a regular time would be useful, as would an earlier meeting time. PL noted the Remuneration Committee will likely hold its first meeting in the first week of January.</p> <p><b>Action: RL to invite opinions on meeting days and times.</b></p>	
<b>4</b>	<b>COLLEGE REPORTS</b>	
<b>4.1</b>	<p><b>Principal's Report*</b></p> <p>IW updated the Board with the Principal's Report. The Principal's Report is provided for each meeting of the Corporation, to provide a brief summary of current issues for the sector and key issues for the College, since the last Corporation meeting. IW reported the key sector issues for the Corporation to note as Qualification Reform, College staff pay and the ONS Review. Key College issues highlighted were Assessment &amp; Completion, Finances &amp; Cashflow, End-of-year and College events, activities and successes.</p> <p>MH asked what the AOC recommendation of a 2.5% pay rise would mean in financial terms. DA responded that each 1% raise would have a value of approximately £30,000.</p> <p>GH noted, if FE is brought within the public sector, this might impact on implementing pension changes. IW responded that potentially if colleges enter the public sector the proposed pension changes might be obsoleted.</p> <p>SO and JI noted the high quality of the engineering exhibition and the high level of support that Newbury College had provided to College students.</p> <p>GH asked if, in the context of the College entering the public sector, there should be a consideration of areas that might be impacted, for example issues pertaining to the</p>	Paper – Page 18

	land sale. IW responded potential consequences of public sector control should be reviewed.	
<b>4.2</b>	<p><b>Student Governor Report*</b></p> <p>LB updated the Board on key student issues. LB noted that overall students, including UCN students were happy with the College, and with lecturer support.</p> <p>LH reported that 16-19 students had had some issues related to technology early in the year, but those issues were resolved. The regeneration of enrichment activities remained a priority for the college after lockdown. Low-level enrichment activity started with the recruitment of a new enrichment coordinator.</p> <p>SO thanked AG and LB for being part of the Board, attending, and reporting to, Board meetings.</p>	Paper – Page 22
<b>5</b>	<b>STRATEGIC DEVELOPMENT</b>	
<b>5.1</b>	<p><b>Report from the Strategic Development Committee</b></p> <p>SO reported to the Board on the work of the SDC. A discussion was held reviewing the Strategy Day – this was deemed to have been successful with opportunity to discuss specific areas of focus and give input to SLT. Further information on how this input is to be distilled and turned into action for the Governors is covered elsewhere in the FGB agenda. A proposal was brought forward that College Branding be a focus item for this Committee, understanding that it is a larger piece than Marketing and is one of the core activities to support the College strategy for ‘good growth’.</p> <p>Campus updates were received on the progress of land sales and the impact of the Sandleford Development plans on the NC11 application. The margin land sale was discussed. A new proposal for an area of college land was described and it was agreed that the Committee would forward this to the FGB meeting in July with a recommendation to accept. Some minor points were left to be investigated. This proposal will be presented in full in an FGB agenda.</p> <p>The PFI again occupied a large part of the discussion, the initial plan prepared by Jo Houghton was presented and discussion held on the content. Further efforts to find any additional funding to support the closure of the PFI have, to date, not been successful. NF noted that the exit strategy/plan is excellent and moving forward.</p> <p>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. GH noted public sector grants are available for sustainability action, for example Salix grants. JH responded that a Salix bid was being considered by the College. SC noted that additional sustainability funding initiatives are available including initiatives where funding is paid for out of the energy savings made.</p> <p>The status of NCAT and Highwood Copse Primary School was discussed and recorded under a confidential item. It was agreed to bring a proposal forward to the FGB for approval.</p> <p>IW noted on land sales, related to the small land sale – a transfer agreement has been signed. IW noted that the developer will not pay for the land until planning permission is received projected to be summer of 2023. The major land sale has an</p>	Paper – Page 25

	agreed planning structure and planning permission might be granted in early 2023. MH asked if the small (margin) land sale went to the landbank, what would this do for the sale. IW noted the land deal is subject to a long stop date in early 2024. SO noted that conversations with all stakeholders are ongoing.	
<b>5.2</b>	<b>Campus Update<sup>#</sup></b> <b>Recorded as a confidential minute.</b>	Verbal Paper – Page 27
<b>6</b>	<b>FINANCE &amp; RESOURCES</b>	
<b>6.1</b>	<p><b>Report from the Finance &amp; Resources Committee</b></p> <p>GH reported on the work of the F&amp;RC to the Board. GH reviewed the management accounts noting an improvement of £200,000 better than budget but cautioned against swings in the forecast as this might affect the cash forecast. GL reviewed the draft budget, increase in income and land sale. GH noted regarding inflation, a potential increase in salaries had been added to the budget. The Committee recommended the budget for approval by the Board.</p> <p>GH reviewed the capital plan noting 1/3<sup>rd</sup> of the depreciation charge was spent on facilities and recommended to the Board to approve the plan. GH also highlighted income from other sources, including non-recurrent income, generated this year, the ESFA dashboard, the HR report noting staff turnover at 22%, IT report, marketing update, pensions update, subcontracting report and bad debt review.</p>	Verbal
<b>6.2</b>	<p><b>Monthly Management Accounts</b></p> <p>DA noted the monthly management accounts for May 2022. The management accounts for the 10 months to May 2022 includes the changes based upon updates received since previous reforecasts. 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 expected income from High Needs funding from local authorities has been increased by £130k.</p> <p>The forecast operating deficit has improved significantly since the last forecast, due to the increased income for high needs funding and some significant savings in salary costs. These savings are due to two main factors: first, planned salary costs for some adult provision are not now required, given the delivery of additional distance learning through partnership. Second, a detailed review of salaries has confirmed savings from vacancies.</p> <p>DA noted potential improvements as:</p> <ul style="list-style-type: none"> <li>• The forecast deficit is now £221K lower than budget.</li> <li>• Income is now forecast at £255K better than the budget.</li> <li>• Apprenticeship numbers and income are better than the budgeted figure.</li> <li>• The Covid insurance claim has been included as income.</li> <li>• High needs income exceeds the budget by £130K.</li> <li>• Significant savings in salary costs have been achieved, due to increased distance learning provision and vacancies.</li> </ul> <p>DA noted matters remaining unchanged included the total expenditure which is now similar to the budget (additional £34K). DA noted issues of concern as:</p> <ul style="list-style-type: none"> <li>• The very high level of 16-19 growth anticipated in the budget was not achieved, giving a total downward adjustment in income of £317K.</li> </ul>	Paper – Page 30

	<ul style="list-style-type: none"> <li>• The date of expected receipts from the margin land sale has been moved back significantly to August 2023.</li> <li>• Additional costs for the current rises in inflation have been included.</li> </ul> <p>MH asked what impact on teaching was of the staffing budget drop of £200,000. IW responded this was linked to reductions in planned spend for adult learning, due to increased delivery of distance learning.</p>	
6.3	<p><b>Budget 2022-23</b></p> <p>DA asked the Board to consider and approve the budget for 2022/23. The key points to note from the forecast are:</p> <ul style="list-style-type: none"> <li>• Forecast 2021/22: The Deficit of £928k, £1.36 million if salary adjustments are taken into consideration, is an improvement on the position £1.42m reported in the March Management accounts. The forecast deficit is now £221K lower than budget.</li> <li>• 2022/23 budgeted Income is £11.06m and the deficit is budgeted at £1.18m (£318k before ITDA) before land sale income of circa £3m is taken into account.</li> <li>• Funding and fees income, including high needs and apprenticeship, is expected to increase by £1.44m (15%) from £9.34m to £10.78m.</li> <li>• Although the total Income from other sources shows decrease year-on-year, this is due to the adjustments made to the one of incomes received in 2021/22, such as: <ul style="list-style-type: none"> <li>○ Covid insurance claim (£191).</li> <li>○ BEEP delivery and claims (£61k).</li> <li>○ Highwood Copse recharge regarding staff costs incurrent by NC (£60k).</li> </ul> </li> </ul> <p>Changes to the other income streams are reported in Item-9.</p> <ul style="list-style-type: none"> <li>• £898k increase in staffing costs from £6.83m in 2021/22 to £6.98m in 2022/23, mainly due to below assumptions: <ul style="list-style-type: none"> <li>○ All vacancies are assumed to be filled from 1<sup>st</sup> August 2022</li> <li>○ Potential 8% increase for NMW and lowest level pay is included from April 2023 (+£37k), other agreed adjustments are also included in the budget (£48k)</li> <li>○ Total staff costs have been adjusted by 4% (£291k) to take vacancy factor saving into account.</li> <li>○ Cost for AEB delivery via External Partnership is reported separately (£257k)</li> </ul> </li> </ul> <p>Total salary costs, including External Provision (211k), are 68.5% after 4% added, 65% of total Income (£11.57m) pre budget adjustments which is in line with the FE Commissioner guidance.</p> <ul style="list-style-type: none"> <li>• Total income from Football is included at £1.12m, at a contribution level of 30%.</li> <li>• 40% increase in Fuel and food purchases for Catering and Refectory have been assumed, to take current economic climate in account, but we have been more conservative on income predictions for commercial activities.</li> <li>• Energy prices for main contracts are fixed until August 2024. Two smaller contracts are now on variable rate (c£8.5k pa) which we will be looking into alternatives for potential cost savings.</li> <li>• £239k expected increase in Premises costs are mainly due to the increased cost of PFI (£157k) which is based on current charges, plus 5% for potential increases</li> <li>• £3m income from sale of land is expected to be received in March 2023. Due to delays in Margin land sale the expected income has now been moved August 2023.</li> </ul> <p>DA noted as potential improvements income from other sources in relation to Lettings, Refectory, Restaurant and Salon incomes are budgeted at same level as 2021/22 due to the current economic climate. However, as the services provided are good value, we may see more demand and increased income. Matters remaining unchanged included FRS102 adjustments are non-cash entries that are difficult to</p>	Paper – Page 38

	<p>predict. £210k is included in our staff costs and £151k in our operating expenditure. Issues of concern included growth funding of £65k budgeted in 2022/23. The DFE could decide not to fund growth or it is possible that we miss this key metric.</p> <p>NF asked if legal costs were included in the Budget. DA responded they were. JH responded legal fees were assessed at approximately £28,000. IW noted most legal costs were related to the land sales which are largely ended; future costs will likely relate to the PFI.</p> <p>SO asked if Governor budget, which would include an approximate budget for external review of approximately £12,000, had been included in the budget. DA responded that it was unclear if the Governor budget was included within the budget.</p> <p><b>Action: to ascertain if Governor budget is included in the Budget, DA.</b></p> <p>GH noted the Board will evaluate salary increases later in the year but that a provisional figure has been provided in the current figures. SO noted the ESFA standard for staffing costs as a percentage of income income is 65%; the budget when adjusted for salary increases is about 68 ½%. SC asked when salary assumptions will be confirmed. CW responded pay rises will normally be discussed in December, but discussions may be brought forward.</p> <p>PL asked if headcount changes has been factored into the budget. DA responded that known increases in headcount has been included in the budget. CW responded there would be a headcount increase for T Levels, and in relation to apprenticeships and distance learning but the headcount for Foundation Learning will stay the same or reduce. IW noted that as income driven by curriculum growth has grown by £1.4 million, so too has related staffing provision and costs. LH noted increased staffing costs are partly met by central government funding. PL asked what the increase in government funding would be per head. LH responded approximately £600.</p> <p><b>Action: LH to re-circulate curriculum strategy with headcount funding figures highlighted.</b></p> <p>MH congratulated DA on a lot of work in a short time.</p> <p>MH suggested that all papers be issued in time for the FGB. SO responded normal practice is to have a two week gap between the Finance &amp; Resources Committee (F&amp;RC) and FGB to allow for the preparation of documentation, but exceptional conditions meant this was not possible for the current FGB. IW noted the only substantive difference requested by the F&amp;RC was the request for an allowance for staff pay increases.</p> <p>PL asked what the surplus would be if PFI costs are removed. IW noted that excess PFI costs could be calculated at approximately £1.2 million reducing the deficit to £0.1 million. PL noted a concern that additional salary costs would move the College into an unsustainable deficit. IW responded it would not be cash deficit.</p> <p>The amended budget was unanimously approved by the Board.</p>	
6.4	<p><b>Cashflow</b></p> <p>DA reviewed the 2-year projected cashflow. At the end of July 2023, the land sale should be received. In March 23 the College will be at 19 cash days, and under a</p>	Tabled

	<p>million in February. ESFA noted that 15 days or more of cash is an issue before reprofiling is done. Margin land sale has been moved to 2023-24.</p> <p>PL noted that if the £3 million was not received from the land sale, the College would still be in surplus.</p> <p>GH asked why staff costs in June and July 2023 increased by £100,000. DA responded that these are holiday payments for sessional staff. CW responded this figure also includes staff invigilation.</p> <p>NF asked if the marketing budget has been increased since the SPD. IW noted increasing the marketing budget will be prioritised.</p>	
<b>6.5</b>	<p><b>Capital Expenditure</b></p> <p>DA asked the Board to approve the capital plan for 2022/23. The annual capital bidding process has been completed and a final list of priority capital expenditure is proposed. All capital bids and needs have been reviewed by members of the SLT, resulting in a total planned expenditure of £189,383. In addition to the normal Capital Plan, the ESFA have provided a significant sum of capital for the purchase of equipment required for the delivery of T levels. The total sum allocated is £629,205 and it is planned to spend £374,635 for construction, £179,460 for digital and £75,110 for Business &amp; Administration. In addition to the essential equipment required for approval of the T Level qualifications in these areas, the funds will also provide IT equipment for the areas, a simulated building site at the rear of the Renewables Centre, and a series of 'Employer Engagement Meeting Pods' in the Student Hub. DA highlighted potential improvements as the capital plan for 2022/23 being proposed and the significant T Level capital plan being in place.</p> <p>GH noted the Capital plan figure is higher than the £190,000 capital plan because it contains the T-level equipment grants that have not yet been allocated. The capital plan for approval is restricted to the plan the College is self-funding. SO asked when cash will become critical. GH responded it will be March or April.</p> <p>MH asked where does the £189,383 figure come from? IW responded it was the equivalent to funds that had been spent in prior years.</p> <p>MH asked if £1,000 could be set aside to purchase a microphone system for the Board. IW responded it could be possible to install a microphone system in the Restaurant.</p> <p>PL asked if money is all treated as capital or expenses. IW noted as a general rule if a cost is under £1,000 its termed an expense, and above is treated as capital.</p> <p>Capital expenditure proposal was approved unanimously by the Board.</p>	Paper – Page 41
<b>6.6</b>	<p><b>Subcontracting 2022/23</b></p> <p>JH asked the Board to approve the subcontracting levels and revised paperwork for 2022/23. The ESFA have revised their rules for subcontracting with a view to, again, increasing the rigour in subcontracting arrangements. Therefore, the monitoring of Sub Contractors Policy has been updated to accommodate these changes, as has the Due Diligence format and the Subcontracting Contract. These changes have been reviewed and approved by the SLT and the F&amp;R Committee was asked to consider recommending approval of the revised paperwork by the Corporation Board. Board</p>	Paper – Page 43



	<p>approval of these documents is one of the requirements in the revised rules. Also provided was the detail of proposed subcontractor values for 2022/23. The Committee was asked to consider recommending approvals of these values by the Board. JH noted an area of potential improvements was that the policy and all paperwork was revised in accordance with revised ESFA subcontracting rules</p> <p>NF asked how long contracts are, and if contracts are audited. JH responded contracts are 1 year and an external audit provides a certificate of assurance for the ESFA.</p> <p><b>Action: DA to provide a certificate of assurance for the ESFA.</b></p> <p>The Board unanimously approved the Sub-contracting paper.</p>	
<b>6.7</b>	<p><b>Funding Bid</b></p> <p>JH asked the Board to approve the bid to the LEP for Skills Capital Funds. The Board are asked to approve the following application for £82K from the Getting Building Fund to further develop the Renewables Centre with resources for 'Grey Water' recycling and preparing for more sustainable fuel options such as 'Green Hydrogen'. It is a condition of the bid submission that this is approved by the Board of Corporation. JH noted there are no local facilities for delivering courses relating to 'Green Hydrogen' or 'Grey Water Recycling'.</p> <p>GH asked what the conditions of the grant are. JH responded that there is a 5-year monitoring afterwards linked to student training. GH asked what the consequences will be if numbers are not delivered. IW Responded there were effectively no significant consequences. NF asked what the maintenance upkeep costs will be. JH noted a 20-year plan and investment forecast was created and includes cost allocations.</p> <p>The Board unanimously approved the LEP bid.</p>	Paper – Page 50
<b>7</b>	<b>AUDIT</b>	
<b>7.1</b>	<p><b>Report from the Audit Committee</b></p> <p>MH reported to the Board on the work of the Audit Committee and recommended that the FGB adopts the policy of requiring all Governor/Corporation email communications to be undertaken via official Newbury College email addresses supported from the College's server. This will fill an important and vulnerable gap in our communications audit trail.</p> <p>MH noted potential improvements:</p> <ul style="list-style-type: none"> <li>• 2022/2023 year. Additional Internal Audits of Apprenticeships and GDPR compliance</li> <li>• Risk Register reviewed and updated</li> <li>• Updated and revised Health &amp; Safety Policy recommended for approval by the FGB</li> </ul> <p>MH noted matters remaining unchanged:</p> <ul style="list-style-type: none"> <li>• Continuing rolling Internal Audits of Learner numbers, Subcontracting and Financial Controls.</li> </ul> <p><b>Action: RL to outline the timeframe for moving Governors onto College emails.</b></p>	Paper – Page 51
<b>7.2</b>	<p><b>Health &amp; Safety Policy</b></p> <p>The Board was asked to approve the updated Health &amp; Safety Policy</p>	Paper – Page 52

	The Board unanimously voted to accept the updated H&S policy.	
<b>8</b>	<b>REMUNERATION</b>	
<b>8.1</b>	<b>Report from the Remuneration Committee</b> PL reported on the work of the Remuneration Committee to the Board. PL reviewed the role of the Committee noting it provides 2 meetings a year where it agrees objectives related to pay rises based on the prior year for Board managed members and the Principal and Vice Principal.	Verbal
<b>9</b>	<b>CURRICULUM &amp; QUALITY</b>	
<b>9.1</b>	<b>Report from the C &amp; Q Committee</b> LH reported back to the Board on the work of the C&Q Committee. The C&Q Committee received detailed reports on Curriculum development and planned courses for the next academic year, trends in relation to student applications, Quality Improvement Plans and in-year data, UCN, Apprenticeships, Sub-contracting and wellbeing, which were discussed and scrutinised. LH noted potential improvements as the introduction of online A Levels in Sport, conversion of L3 courses into a full T level offer, increase in student enrolments at 16-19 and linked to part time provision related to the Government's skills and levelling up agenda.  Issues of concern were highlighted as: <ul style="list-style-type: none"> <li>• Need for a review of unviable curriculum areas.</li> <li>• Potential student non-attendance at Maths and English exams.</li> <li>• Effective marketing and promotion of UCN courses.</li> <li>• Risk of clawback of Apprenticeship funding as major College funding stream.</li> </ul> GH asked what the 3 routes for T levels are. LH responded digital, construction and business and management. NF asked if City and Guilds approval covered multiple programmes. LH responded that one organisation gets one programme or T level route, but that this route could contain multiple courses.  MH asked what factors caused student increases in 16-18. LH responded that the primary driver for growth was sport science in the football academies, but construction, technology and motor vehicles were also growth areas.	Verbal
<b>9.2</b>	<b>Student Applications</b> LH updated the Board on Student applications for 2022-23. Student applications are monitored through the Management Information Systems and tracked weekly. The current data demonstrates an overall increase in applications by 307 for 16-18 Full Time (FT), 19+ Full Time (FT) and Part Time (excluding apprentices). Apprenticeship applications have been a focus for curriculum and work is ongoing to develop a collaborative approach between the apprenticeship team and the mainstream curriculum areas. This has been led by the VP S&C and DB&P and supported by Heads of Departments. The current targeted position is 50 applications against a growth target of 179 apprentice starts in 2021/22. Applications are monitored weekly and areas that are not recruiting as well as expected are added to the Marketing Meeting agenda to be driven and developed through social media platforms and a targeted marketing approach. Historically, prior to 2021/22 there were c.60 apprenticeship starts in September 2021/22. 179 starts for 2021/22 is the forecast for significant growth and a targeted marketing campaign to support this will commence mid-June 2021. There are currently 111 applications for UCN programmes (excluding	Paper – Page 75

	<p>apprenticeships) against a target of 196. New BA Management and BA Education degrees have just been released due to marketing restrictions prior to validation and the BSc Digital and Technology Solutions will also be released after June 30<sup>th</sup> validation. Direct entry degree students are a new area for the College, and it will take time to develop applications.</p> <p>LH highlighted a range of potential improvements including:</p> <ul style="list-style-type: none"> <li>• There is a positive increase in applications for 16-19s, 19+ Full time and for Part time courses.</li> <li>• Apprenticeships are on track to perform as in previous years, but a targeted sales campaign is starting mid-June 2021 to support growth.</li> </ul> <p>LH noted as an issue of concern UCN recruitment is under target at the current time and work is ongoing with the marketing team to promote courses to more direct entry students.</p> <p>PL asked if there was a concern about UCN numbers. LH responded there were no concerns. JH responded there was an incoming management degree cohort. PL noted applications were below the expected number. LH responded that marketing was a challenge and is a focus, but this will take time to grow.</p>	
<b>10</b>	<b>ACADEMY TRUST</b>	
<b>10.1</b>	<p><b>Report from the Chair of the Newbury College Academy Trust*</b></p> <p>IW provided a report on the NCAT and the merger proposal. The Board was asked to approve the proposal for the College to cease to be an academy sponsor, as a result of the proposal to merge NCAT with the Thames Learning Trust. Whilst the extended pre-opening phase and, now, the first year of operation of the school (HCPS) has been successful, it has become clear that the work of HCPS would be enhanced by being part of a wider trust, working alongside a number of partner schools. Further, it is apparent that the operation of NCAT as a single academy trust creates a range of challenges, due to the lack of established infrastructure and staff within the trust whose time is solely dedicated to supporting the operation of HCPS. In accordance with the intent of the current Skills Bill 2022, it is felt that HCPS will derive greater benefit from joining a strong multi-academy trust. The appointment of the CEO of the TLT as a Trustee of NCAT in April 2021 has meant that the Trust and the School have been able to benefit from the experience of the CEO and to align many of its approaches to the well-established processes of the TLT. The vision and ethos of NCAT/HCPS accord with those of the TLT; with a central focus on excellence and putting children first. IW highlighted as a potential improvement. The effect of the proposed merger in April 2023 would be to end the College's sponsorship of the Academy Trust and the College's role in providing back-office functions for the Trust.</p> <p>PL asked if there is an HR reimbursement. CW replied that whilst there was, it was nominal. IW responded that the school building would be leased to the trust. GH noted that services provided to the school need to be put in service contracts. IW noted there was no intention to provide any support.</p> <p>The Board approved the decision for the College to cease to be an academy sponsor.</p>	Paper – Page 77
<b>11</b>	<p><b>ANY OTHER BUSINESS</b></p> <p>None</p>	

Confirmed as a correct record: Sally Osmond..... Signature of Corporation Chair  
Sally Osmond (Oct 14, 2022, 1:10pm)



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**Issuer** Newbury College

**Document generated** Fri, 14th Oct 2022 12:36:50 BST

**Document fingerprint** 281bc6e674a18270504f252726cdff41

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**Parties involved with this document**

Document processed	Party + Fingerprint
Fri, 14th Oct 2022 13:10:47 BST	Sally Osmond - Signer (8eb217d304001366af5526d833b576e6)

**Audit history log**

Date	Action
Fri, 14th Oct 2022 13:10:50 BST	Sally Osmond viewed the envelope. (86.176.66.41)
Fri, 14th Oct 2022 13:10:47 BST	The envelope has been signed by all parties. (86.176.66.41)
Fri, 14th Oct 2022 13:10:47 BST	Sally Osmond signed the envelope. (86.176.66.41)
Fri, 14th Oct 2022 13:09:54 BST	Sally Osmond viewed the envelope. (86.176.66.41)
Fri, 14th Oct 2022 13:08:37 BST	Sally Osmond opened the document email. (66.249.93.215)
Fri, 14th Oct 2022 13:08:37 BST	Sally Osmond opened the document email. (66.249.93.216)
Fri, 14th Oct 2022 12:37:57 BST	Document emailed to sallymosmond@gmail.com (13.40.86.84)
Fri, 14th Oct 2022 12:37:57 BST	Sent the envelope to Sally Osmond (sallymosmond@gmail.com) for signing. (80.2.104.86)
Fri, 14th Oct 2022 12:37:15 BST	Sally Osmond has been assigned to this envelope (80.2.104.86)
Fri, 14th Oct 2022 12:37:00 BST	Document generated with fingerprint 281bc6e674a18270504f252726cdff41 (80.2.104.86)
Fri, 14th Oct 2022 12:36:50 BST	Envelope generated by Richard Lee (80.2.104.86)