

Agreed Minutes

MINUTES OF THE FE CORPORATION

Held on Friday 27th May 2022, at 9.00am in the Skills Park Board Room and via MS Teams

Present: Professor Sam Luke (Chair), Lynn Reddick (Vice-Chair), Martin Butterfield, Angela Cross-Durrant, Simon Enoch, Paul Ford, Nadine Guy, Chris Muller, Asa-ah Nkohkwo, Vince Romagnuolo, Nick Vaughan Barratt, James Knowles (Ratified at the start of the meeting), Frances Rutter (CEO/Principal), Felicity Fletcher (Academic Staff Governor), Sylvia Ofei-Kwatia (Support Staff Governor), Alper Bakici (FE Student Governor), Aaron OConnor (FE Student Governor), Kirsty Shaw (HE Student Governor)

In Attendance: Phil Briscoe (Deputy Principal Curriculum & Quality), George Jenkins (Chief Finance Officer), Julie Kapsalis (Commercial Director), Donna Patterson (Assistant Principal HR & Organisational Development), Dario Stevens (Deputy Principal Planning & Information Services), Sandra Dessent (Governance Professional)

58.21	1.0 Apologies for Absence
	Apologies for absence were received from Margaret Martin
59.21	2.0 Declarations of Interest
	The following declarations were received: <u>Frances Rutter</u> : Unremunerated Director of Nescot Enterprises Ltd., (NEL) <u>Sam Luke</u> : Unremunerated Director of Nescot Enterprises Ltd. (NEL) <u>Sandra Dessent</u> : Employee and Company Secretary of Nescot Enterprises Ltd., (NEL)
60.21	3.0 Minutes of the Previous Meeting and matters arising
	The minutes of the meeting held on 25 th March 2022 were agreed, (subject to the minor amendment) below as a true record and will signed electronically by the Chair. Minute 50.21 under Curriculum update report ' <i>This was acknowledged as an important aspect of the College provision where staff were rapidly becoming an essential back up for a busy NHS</i> ' Matters arising were as follows: Set up NESCOMS page for students to feedback to FE Student Governors Action Complete

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	<p>Assistant Principal (HR & Organisational Development) to meet with Staff Governors to analyse the responses in the staff survey.</p> <p>Action complete see minute 67.21</p> <p>Teaching, learning and assessments to be reported at the next meeting</p> <p>Action complete – see Curriculum update report attached to the agenda</p> <p>Deputy Principal (Planning & Information) to review the format of Corporation KPIs, including the benchmarks used for staff absences.</p> <p>Review ongoing</p> <p>Governance Professional to circulate link to ‘Protect’ website.</p> <p>Action complete</p> <p>Following discussion with Assistant Principal, Governance Professional to table redrafted Code of Conduct at the next meeting.</p> <p>Outstanding – CEO/Principal to feedback</p>
61.21	4.0 Principal and Chair Update Reports
	<p><u>4.1 Chairs Report</u></p> <p>The Chair confirmed that Governors Peter Stamps and Lame Verre had stepped down from the Corporation with immediate effect.</p> <p>The Corporation discussed a recommendation from the Search & Governance Committee to appoint two new Governors to the Corporation Board, namely James Knowles and Robin Dear.</p> <p>Having discussed their skills and experience the Board unanimously agreed to their appointment, initially for two years, expiring in May 2024.</p> <p>Following their ratification James Knowles joined the meeting.</p> <p><u>4.2 Principals Report</u></p> <p>A written update was received and noted which included information on the Executive Leadership Team restructure, and updates on staff briefings, the new catering contract, a joint venture with Surrey County Council regarding the setting up of Health & Care Academy at Nescot (see minute 65.21) and preparations for the IoT project.</p>
62.21	5.0 Update Reports
	The Board received a confidential update.
63.21	6.0 Student Governor Matters
	The FE Student Governors shared videos of students talking about their experience in the college and their aspirations for the future. They were well received by the Governors who appreciated the change of approach to reporting student views.

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	<p>On behalf of the Board the Chair thanked the Student Governors for a job well done.</p> <p>The HE Student Governor who had recently completed her course updated the Board on the feedback she had received from other students and concluded that the majority of students felt supported in their studies and felt they could reach their goals. It was noted that 70% of HE students anticipated they would stay in the fields they studied.</p>
	<p>7.0 Staff Governor Matters</p>
	<p>The Staff Governors updated the Board on the arrangements for the staff drop-in session which had been scheduled for Wednesday 22nd June 12.30 - 3.00pm, hosted by the Staff Governors and the Corporation Chair (from September 2022).</p> <p>The 'one question' survey had been publicised through SharePoint and the Principal's newsletter. It was suggested that Menimeter software could assist the Staff Governors to engage with staff through their smartphones.</p> <p>It was confirmed that the Staff Governors had met with the Assistant Principal HR to analyse the responses more deeply to the staff survey. It was confirmed that the responses were being collated and summarised by the Assistant Principal and Principal and further updates would be reported at the next meeting.</p>
65.21	<p>8.0 ELT Introductions and Presentations</p>
	<p><u>8.1 Presentation on National and Skills Policy Landscape</u></p> <p>The CEO/Principal shared a levelling up and the future for skills in Surrey presentation which covered the national context, the obstacles to achievement, the devolution framework and Surrey County Council's plans for adult education which could create opportunities for Nescot in the areas of health & care, digital and creative and green technologies.</p> <p>The Board discussed the possibilities and were keen to understand what could be done to support the College to secure new business and an indication of costs/resources required to achieve the projects. It was acknowledged that work needed to be done to assess demand, create the right product and successfully market the product.</p> <p><u>8.2 and 8.3 Curriculum & Quality and Commercial and Growth Presentations</u></p> <p>The new Deputy Principal (Curriculum & Quality) and Commercial Director shared a presentation setting out their individual and joint responsibilities to facilitate the achievement of Nescot's key priorities and their beliefs and values linked to areas they will be working on.</p> <p>The barriers to team building were discussed and the need to tackle culture change rapidly in order to create substantial change within the next year thereby enabling the College to be adequately equipped to tackle the challenges ahead. It was noted that the biggest challenge was Apprenticeships and one of the College's greatest strengths was personal development behaviour and welfare and</p>

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	high needs programmes. Safeguarding was emphasized as a vital component in the overall curriculum framework.																														
66.21	9.0 Finance Matters																														
	<p><u>9.1 Finance Update</u></p> <p>The Chief Finance Officer presented the updated financial position based on the management accounts for April 2022, as follows:</p> <table border="1"> <thead> <tr> <th>College Group</th> <th>Forecast (£m)</th> <th>Budget (£m)</th> <th>Variance (£m)</th> <th>Movement in forecast since February 2022 (£m)</th> </tr> </thead> <tbody> <tr> <td>Total income</td> <td>28.5</td> <td>34.9</td> <td>(6.4)</td> <td>↓1.5m</td> </tr> <tr> <td>Total pay expenditure</td> <td>(16.9)</td> <td>(19.7)</td> <td>2.8</td> <td>↓0.5m</td> </tr> <tr> <td>Total non pay expenditure</td> <td>(14.5)</td> <td>(14.9)</td> <td>0.4</td> <td>↓1.0m</td> </tr> <tr> <td>Total expenditure</td> <td>(31.4)</td> <td>(34.6)</td> <td>3.2</td> <td>↓1.5m</td> </tr> <tr> <td>Operating surplus/ (deficit)</td> <td>(2.9)</td> <td>0.3</td> <td>(3.2)</td> <td>£0</td> </tr> </tbody> </table> <p>*Table contains some rounding error</p> <p>The financial forecast for 2021/22 was showing a deficit of £2.9m, due to challenges across our income streams, but the key driver of the deficit was a one-off charge of £2.5m in settlement of the GB Training investigation. This had resulted in the Colleges financial health grade moving from 'Outstanding' to 'Good'.</p> <p>However, it was noted that the underlying financial position was still strong with a current cash balance of £7.7m and £4.2m invested with Smith & Williamson.</p> <p>The Board were informed that the 2022/23 budget was being worked on and there was a prospect that a deficit budget may be set, however with careful planning an 'outstanding' financial grade could still be achieved.</p> <p>The Board suggested that a five-year financial forecast would be useful to identify when the income from new projects could be expected.</p> <p><u>9.2 Management Accounts April 2022</u></p> <p>The Corporation received the management accounts for April 2022. No questions were raised.</p> <p><u>9.3 Settlement Payments Update</u></p> <p>The Corporation received the settlement payments update. No questions were raised.</p>	College Group	Forecast (£m)	Budget (£m)	Variance (£m)	Movement in forecast since February 2022 (£m)	Total income	28.5	34.9	(6.4)	↓1.5m	Total pay expenditure	(16.9)	(19.7)	2.8	↓0.5m	Total non pay expenditure	(14.5)	(14.9)	0.4	↓1.0m	Total expenditure	(31.4)	(34.6)	3.2	↓1.5m	Operating surplus/ (deficit)	(2.9)	0.3	(3.2)	£0
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67.21	10.0 HR Update																														

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	<p>The Assistant Principal HR presented an update which included the latest position on Covid, well-being of College staff, the staff survey, Kickstarters and the national recruitment difficulties.</p> <p>The Board requested assurance on the recruitment and retention strategies in place, and the need for regular monitoring by the Corporation. It was agreed that the CEO/Principal and the Assistant Principal HR would produce a strategy for consideration.</p>
68.21	11.0 Governance Matters
	<p>The Chair of the Search & Governance Committee shared the main points from the meeting held on 18th May, as follows:</p> <ul style="list-style-type: none"> • Interviewed and recommended two candidates for ratification, James Knowles and Robin Dear • Governor Link Scheme: The Committee Received a proposal for the re-launch of the Governor Link Scheme in September. It was emphasised that these types of schemes were best practice and standard process in the Corporation Cycle of business. The Committee was assured that the scheme would not be a burden to staff and visits shouldn't be viewed as an 'inspection'. Governors would experience 'business as usual' on the day of the visit. It was intended to brief Governors in September and arrange two link days – one prior to half term and one after half term. • Review of Standing Orders: Deferred to the next meeting • The updated Terms of Reference and the revised Annual Cycle of business for 2022/23 were agreed <p><u>11.2 Resubmission of Revised Code of Conduct</u></p> <p>Deferred to the next meeting</p> <p><u>11.3 Ratification of new Term of Office for External Governor</u></p> <p>It was unanimously agreed that Lynn Reddick should be re-appointed for a further two-year term ending in July 2024.</p>
69.21	12.0 Corporation KPIs, Strategy Updates
	<p><u>12.1 Presentation of the Digital Strategy</u></p> <p>An executive summary had been previously circulated and the Deputy Principal (Planning & Information) presented the highlights and main points.</p> <p>The following feedback was received:</p> <ul style="list-style-type: none"> • The strategy should be monitored through both F&GP (for infrastructure) and through Curriculum & Quality (for teaching/learning) • The Board requested assurance that the strategy include a statement regarding a zero-tolerance policy for cyber bullying

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	<ul style="list-style-type: none"> The relevance and accuracy of some of the statements in the summary were challenged and it was requested that Governors feedback any questions or concerns to the Deputy Principal <p><u>12.2 IT Strategy</u></p> <p>An executive summary had been previously circulated, and the Director of IT presented the highlights and main points. A discussion took place on the challenges of staying one step ahead of cybercrime and it was noted that the College was in a much stronger position than it was four years ago</p>
70.21	13.0 Meeting Evaluation
	<p>The Chair invited the participants to evaluate the meeting and the following comments were received:</p> <ul style="list-style-type: none"> I am very heartened to hear the Deputy Principals (Curriculum & Quality) and Commercial Directors presentations and look forward to seeing the planned changes happening. The Corporation has huge expectations but well done the Executive Leadership Team Really enjoyed 'literally' hearing the student voice I enjoyed hearing all of my comrades' presentations – it's good to have the team together now Good questions, good challenge Enjoyable – great to meet everybody finally, I've been nervous about the presentation all week! I like the C&Q update especially the setting out of staff responsibilities Agree that the student presentations were excellent Really good meeting – I enjoyed filming and sharing the presentation Great meeting overall, there are some brilliant opportunities Really enjoyed the videos of students and looking forward to the Deputy Principal and Commercial Director's show in action.... Especially impressed with what the Deputy Principal and Commercial Director said, especially from a teaching and learning perspective. Really good meeting I enjoyed the presentations - I think there was a lot in it and a lot of work going forward but everyone seems to be motivated Good meeting and great to hear the comments on teaching and learning, as that's the business we are in. I am really keen to support the Deputy Principal (Curriculum & Quality) in making sure the College is outstanding. I was really pleased to see that presentation so thank you <p>The Principal/CEO concluded:</p>

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	<p>We had our Executive Leadership Team Strategy Day recently, and it was interesting to learn from our session that a driver that most of us shared was a desire for perfection.</p> <p>Its lovely to have that balance back in the room and if I can pin down one thing my favourite bit was our Student Governors – brilliant. I think what you do is really great. The Executive Leadership Team are paid for what they do and you guys do it out of the goodness of your hearts and a wish to see the organisation improve as well. Your imagination in the way you present is great.</p> <p>The Chair of Corporation responded:</p> <p>Really impressed with Student Governor’s presentation. I believe the innovation and doing things differently is bringing something different to us.</p> <p>I enjoyed the Deputy Principal and Commercial Directors presentation both of whom have come from outstanding Colleges. When you say your aspiration is to be outstanding, it’s good to hear that.</p> <p>We are a great College and I think that now the CEO/Principal has got her team together there are going to be challenges ahead. Against strong head winds the right people are needed to deliver over the next two to three years. However, listening to what the team have to say and the way they are going about this I think there is a good chance to make this College really great.</p> <p>Finally, we have two new Governors who are going to bring an additional dimension to the College.</p> <p>Well done everybody!</p>
71.21	<p>14.0 Date and Time of the Next Meeting: Friday 14th October at 9.30am</p> <p>There being no further business the meeting concluded at 12.15</p>

Decisions:

1. Ratified the recommendation of the Search & Governance Committee to appoint two new Governors, namely James Knowles and Robin Dear for a period of two years, expiring in May 2024.
2. Agreed the draft terms of settlement with the ESFA regarding GB Training.
3. Unanimously agreed that Lynn Reddick should be appointed for a further two-year term ending in July 2024.

Actions:

1. Investigate the use of software package Mentimeter to promote engagement with the staff



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2. CEO/Principal and Assistant Principal HR to develop a staff recruitment and retention strategy, to be regularly monitored at Corporation
3. Revised Code of Conduct deferred to the next meeting
4. Review of Standing Orders deferred to the next meeting
5. Staff survey analysis deferred to the next meeting