

Agreed Minutes

MINUTES OF THE MEETING FE CORPORATION

Held on Friday 29th January 2021 at 9.00am in Committee Room B Skills Park and via MS Teams

Present: Professor Sam Luke (Chair), Margaret Martin, Simon Enoch, Chris Muller, Vince Romagnuolo, Peter Stamps, Nick Vaughan-Barratt, John Willis, Frances Rutter (Principal), Graeme Hodge (Business support staff Governor), Jamie Roberts (Teaching Staff Governor), Ahmed Almeleh (HE Student Governor)

In Attendance: Maria Vetrone (Deputy Principal Finance & Resources), Donna Patterson (Director of HR), Cliff Shaw (Deputy Principal Curriculum & Quality), Dario Stevens (Vice Principal Planning & Information), Sandra Dessent (Clerk to the Governors)

28.20	External Governor Appointment
	<p>Following an endorsement by the Search & Governance Committee held on 18th January 2021 the Corporation considered the skills and experience of two prospective external members and concluded that they agreed with the Committee's recommendation.</p> <p>Subsequently Lamé Verre and Lois Hill were appointed as members for an initial two-year term expiring on 28th January 2023.</p>
29.20	1.0 Apologies for Absence
	Apologies for absence were received from Lynn Reddick (Vice Chair)
30.20	2.0 Declarations of Interest
	<p><u>Professor Luke</u>: unremunerated Director of NESCOT Enterprises Ltd, North East Surrey College of Technology Trust, NESCOT Holdings Ltd and Epsom Downs Business Centre Ltd.</p> <p><u>Mr Stamps</u>: unremunerated Director of NESCOT Enterprises Ltd.</p> <p><u>Mrs Rutter</u>: unremunerated Director of NESCOT Enterprises Ltd, North East Surrey College of Technology Trust, NESCOT Holdings Ltd and Epsom Downs Business Centre Ltd.</p> <p><u>Ms Margaret Martin</u>: declared her interest as a member of Ewell Rotary Club, and a trustee of Age Concern</p> <p><u>Mr. John Willis</u>: Governor of Meath School, Ottershaw and St. Johns School Leatherhead</p> <p><u>Ms Sandra Dessent</u>: unremunerated Company Secretary NESCOT Enterprises Ltd., Paid employment NESCOT Enterprises Ltd.</p>
31.20	Minutes of the Meeting of 10th December 2020 and matters arising
	The minutes of the meeting of the 10 th December 2020 were agreed as a true record and signed by the Chair of the Corporation.

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	<p>The matters arising were reported as follows:</p> <table border="1" data-bbox="321 317 1291 989"> <tr> <td data-bbox="321 317 1291 453"> <p>Further details of the Institute of Technology Bid (IoT) bid model to be circulated to Governors.</p> <p>Action completed</p> </td> </tr> <tr> <td data-bbox="321 453 1291 621"> <p>Start & finish times of classes to be investigated at the request of HE Student Governor</p> <p>Action completed. Deputy Principal (Curriculum & Quality) met with HE Student Governor to discuss protocols.</p> </td> </tr> <tr> <td data-bbox="321 621 1291 753"> <p>Investigate the concept of wellbeing and how it is reported. In Safeguarding</p> <p>See minute number 32.20</p> </td> </tr> <tr> <td data-bbox="321 753 1291 856"> <p>Further information on SEND actions</p> <p>See minute number 32.20</p> </td> </tr> <tr> <td data-bbox="321 856 1291 989"> <p>Prepare a proposal for Search & Governance Committee to set up an HE Sub-Committee.</p> <p>See minute number 36.20</p> </td> </tr> </table>	<p>Further details of the Institute of Technology Bid (IoT) bid model to be circulated to Governors.</p> <p>Action completed</p>	<p>Start & finish times of classes to be investigated at the request of HE Student Governor</p> <p>Action completed. Deputy Principal (Curriculum & Quality) met with HE Student Governor to discuss protocols.</p>	<p>Investigate the concept of wellbeing and how it is reported. In Safeguarding</p> <p>See minute number 32.20</p>	<p>Further information on SEND actions</p> <p>See minute number 32.20</p>	<p>Prepare a proposal for Search & Governance Committee to set up an HE Sub-Committee.</p> <p>See minute number 36.20</p>
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<p>Prepare a proposal for Search & Governance Committee to set up an HE Sub-Committee.</p> <p>See minute number 36.20</p>						
32.20	4.0 Update Reports					
	<p><u>4.1 Chair's Report</u></p> <p>The Chair welcomed the two new Governors and on behalf of the Corporation was looking forward to working with them.</p> <p>The Board were reminded that all Governors were welcome to join the Intensive Care Scrutiny Day scheduled for 24th February and details were to follow. The members were also advised that there were plans to re-launch the Governor Link Day so that Governors could have the opportunity to talk with students online until restrictions were lifted and it was possible to meet on campus.</p> <p>It was further noted that the Growth Committee scheduled for 8th February was not going ahead and following the strategic review the format was to be reviewed.</p> <p><u>4.2 Principals Report</u></p> <p>The Principal updated the Board on the following items:</p> <ul style="list-style-type: none"> • Youth Hub project in partnership with Epsom & Ewell Borough Council and Surrey Lifelong Learning Partnership - NESOT to provide support for funding application and potential to be location for physical hub services • C2C and Skills Advisory Panel – Launch of the 360 strategy and action plan and the Principal had secured a place on the Sussex Skills Network with Skills Minister Gillian Keegan • DfE FE Capital Transformation Fund – Open to bids for funds to improve college estates, a £1.5 billion pot available over the next five years. Bids will be dependent on up-to-date Estates strategy approved by Governing Body 					

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- SEN school site: Possibility of utilising HiLo ropes site for SEN school. The Board were advised that this was early days and an initial investigation prior to preparing a business case.

4.3 Skills for Jobs White Paper

The Principal presented a comprehensive PowerPoint presentation to Governors entitled Skills for Jobs, the aim of which was to provide 'lifelong learning for opportunity and growth'. The Principal presented the aims of the White Paper, the limitations, the plans for reformation of funding and accountability and the specific opportunities for NESCOT.

It was agreed to circulate a recent article from FE weekly regarding the key reforms of the white paper.

4.4 HR Update

The Director of HR gave a broad update on Covid-19 and it was acknowledged that since the previous meeting there had been another unprecedented period of change for staff. However, despite the uncertainties and restrictions on the whole it was reported that staff had coped well. It was noted that there had been 45 positive staff cases and 34 positive student cases (since the beginning of the pandemic) the majority of which had been due to contact with family members. There had been two hospitalisation cases both of which had since been discharged, which was welcome news.

It was reported that the process set up enabling staff to have contact with HR when the College was closed had been well received and helpful especially as 13 staff had been diagnosed positive over the Christmas shut down period.

Hairdressing, Gym and Sport staff continued to be furloughed and theatre staff had not returned to work since the start of the furlough period.

The nursery had remained fully open since the start of the Tier 4 restrictions and then lockdown, much to the relief and appreciation of the parents.

It was not known what the requirements would be for lateral flow tests when the College reopened, however considerable work had been undertaken to prepare for a full roll out should it be required. The Health & Safety Manager had set up weekly tests and approximately 30 per week were being carried out for nursery, gas centre and foundations staff on site. These tests were helping to inform a protocol for best practice that could be implemented in the event of a full rollout.

The wellbeing of staff continued to be closely monitored and support was in place for those who wanted it.

Governors were informed of the sad news that two members of staff had passed away (non-Covid related) and members were assured that support was in place for the family and members of staff and an additional section in Sharepoint for bereavement support had also been developed.

The Chair thanked the Director of HR and her staff for their hard work and efforts to ensure that all the appropriate measures were in place to keep staff and students as safe and well as possible.

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	<p><u>4.5 Curriculum and Safeguarding Update</u></p> <p>The Deputy Principal (Curriculum & Quality) updated the Board on the curriculum developments, the main points being:</p> <ul style="list-style-type: none"> • Online Learning – It was noted that IT services had done great work in reconfiguring and preparing 104 laptops which were made available for students who were working from home. Additional Chromebooks had also been ordered. The implementation of Google Classroom was going well, student feedback had in the main been positive and Governors were provided with quotes from students. A few were still experiencing connectivity issues and a very small number had difficulties with aspects of their learning experience. However, the Board were advised that these had been promptly identified and followed up by teachers and were found to be mainly due to difficulties in understanding assignments rather than issues with Google Classroom itself. In total 819 students had responded out of which 12 were negative responses. • All curriculum areas were being reviewed and rated in terms of the quality and robustness of the Google Classroom structure, student engagement, innovation and use of functions. A five-star system was being used to rate the responses and it was reported and that no areas had been rated less than three stars. • An update on apprenticeships was presented and it was noted that 36 apprentices were being furloughed across all areas and no redundancies had been reported to date. The College was committed to delivering off-the-job content online however it was noted that workplace assessments were not taking place. <p>The report also included updates on assessment of qualifications, the Rebuild programme and kickstart in addition to the following proposals/actions:</p> <ul style="list-style-type: none"> • Feedback on the previous Governor Scrutiny Day • A proposal to facilitate the communication of the ‘student voice’ was agreed by the Board. A student focus group was to be set up to enable Governors to meet with students online and these will replace the Governor Link Days until they can resume as campus visits. They will be facilitated by the Director of Personal Development and the first one will take place on 26th April (already in the Governor Calendar). Further details to be circulated to Governors. • To further facilitate the student voice, it was proposed to identify a student from each faculty who would feed through to the Student Governor and in turn to the Board so that the different experiences in each faculty could be compared. Further details to be circulated to Governors. • It had been identified that there were 40 hardcore ‘non-attender’ students and the Board were assured that all of these were being individually regularly contacted and monitored. • November 2021 resits: The Corporation was informed of the following results:
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	<p>GCSE Maths: of those that sat the exam there was a 30% high grade pass rate (recent all age GFE national pass rate 26%, RCU AoC GCSE English and Maths report) representing 4% Above national average</p> <p>GCSE English: of those who sat the exam there was a 44% high grade pass rate (recent all age GFE national pass rate 34% RCU AoC GCSE English & Maths report) representing 10% above the national average.</p>			
<p>The process for mock-assessments was questioned and the Deputy Principal (Curriculum & Quality) agreed to discuss with the Chair of Curriculum & Quality outside the meeting.</p> <p>An update on Safeguarding was presented and following a request from the previous meeting the Deputy Principal (Curriculum & Quality) advised the Board that following an investigation into the concept of wellbeing it could be summarised as ‘a category that relates to those students that might need some interventions/support but did not reach the threshold for having a safeguarding or mental health concern, for example the difference between being anxious about a one-off event and having ongoing anxiety attacks.’ It was further noted that importance of indicators was being promoted as a potential prelude to a more significant concern.</p> <p>The arrangements in place for ‘red’ cases and the rationale for the students attending college with significant safeguarding issues were discussed and the Board were assured that comprehensive behavioural plans were in place for individual students that were continually reviewed to assure their own safety and staff and students they encounter.</p>				
33.20	5.0 Student Governor Matters			
<p>The HE Student Governor had limited communication with fellow students due to lockdown and on this occasion did not present an update to the Board.</p>				
34.200	6.0 Staff Governor Matters			
<p>The Staff Governors gave a verbal update and reported that in the main the staff had stepped up well to the challenges associated with teaching from home. Both students and staff had been well supported with the main issues being connectivity and passwords.</p>				
35.20	7.0 Finance Reports/KPIs			
<p><u>7.1 Management Accounts November 2020</u></p>				
<p>The Deputy Principal (Finance & Resources) presented the November accounts and highlighted the following points from the detailed covering report.</p>				
<p>College Group</p>	<p>Best case forecast (£000)</p>	<p>Best case budget (£000)</p>	<p>Variance (£000)</p>	<p>Movement in forecast since October 2020 (£000)</p>

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Total income	29,529	30,121	(592)		£308
Total pay expenditure	(17,471)	(17,694)	223		£107
Total non pay expenditure	(12,722)	(12,409)	(314)		£27
Total expenditure	(30,194)	(30,103)	(91)		£81
Operating surplus/ (deficit)	(665)	18	(683)		£389

It was noted that the total income forecast had deteriorated by £308k since the last report. Although forecast adult non-levy apprenticeship income had recovered a little from additional starts in November 2020, forecast full cost income had been significantly downgraded because of the impact of the third COVID-19 national lockdown and learners' ability to fund learning; the closure of the College campus; and continuing uncertainty regarding re-opening. The College's 'Rebuild' initiative, designed to attract new learners looking to gain additional skills or change career, had particularly been adversely impacted.

A segmental analysis was presented that detailed the performance against budget for each area of the business, i.e.; curriculum, subcontractors/partners, commercial enterprises and support.

A table detailing the contributions across curriculum departments was also presented which RAG rated forecasted contribution against budgeted margin and it was noted that those falling below 50% margin were rated red and would be subject to regular review. The departments were catering, electrical, motor vehicle, plastering, professional services and adult skills for work.

The Corporation were advised that historic contribution information to enable trends to be identified would be presented to the Finance & General Purposes Committee at their next meeting on 19th March.

Details of the performance of the key business partners namely, ASTML, ABA and Skills Max Academy were presented including the forecasted margins.

The Board were informed that the financial performance of the College group was not on course to achieve the best-case target however the main reasons for the under-performance had been identified and mitigating management actions were in place as detailed in the covering report.

It was agreed that a recovery plan would be prepared and presented to the Corporation at the next meeting.

Investment Fund with External Cash Managers

The Deputy Principal (Finance & Resources) presented a summary of the performance of the £2m investment fund as at 30th September, managed by the College's external fund managers Smith & Williamson.

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The Board were informed that the markets were performing well and as of the 20th January the fund was valued at £2,146,559. A further check on the 29th January revealed further growth.

Smith & Williamson had advised that market conditions indicated that it was a good time to invest based on the following:

- A successful Brexit
- New US President
- Rollout of vaccine

Subsequently the Deputy Principal (Finance & Resources) proposed that a further £1m be invested a medium-term investment fund. The following assurances were given:

- The cash balance forecast until year end was £5.535k and would therefore reduce to £4,535k if a further £1m was invested. The Board were advised that £2m cash should be retained at all times to fund day to day operations and therefore the investment of £1m would not put the cash balance at risk.
- The forecasted cash days after a further £1m investment would be 83 days, still ahead of target and the national benchmark of 70 days.
- The balance sheets key performance ratios (indication of solvency) would also remain strong following the investment at 2.89
- The College would maintain at 'outstanding' financial status

In addition, further assurance was given by a Governor specialising in financial markets who confirmed the advice provided by Smith & Williamson was prudent.

The Board were advised that the additional funds would be invested proportionally over a three-month period and having discussed the proposal it was agreed unanimously to invest a further £1m in a medium-term investment fund through the College's external fund managers Smith & Williamson.

In response to a question regarding the use of flexible furloughing the Board was advised that the ESFA did not permit furloughing of staff that were funded by the DfE and therefore it was only applicable for commercial staff. As all the College's commercial enterprises were shut the flexible furloughing did not apply but it would be reviewed when the restrictions were lifted. £52,000 savings had been forecasted at the end of the year.

The Corporation reviewed the management accounts for November 2020 and noted that the forecasts did not include any provision in the event of funding clawback associated with an ongoing ESFA investigation (which was reported separately in Part B).

The Board received the up to date KPIs and it was noted that the English & Maths attendance (60%) was an area for focus and was improving.

7.3 Strategic Risk Register

This item was added to the agenda in error and was not due to be reported in this meeting.

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36.20	8.0 Governance Reports
	<p><u>8.1 Reappointment of External Governors</u></p> <p>On the 18th January, the Search & Governance Committee unanimously agreed to recommend the reappointment of two Governors:</p> <p>Sam Luke: Professor Sam Luke was first appointed in September 2013 and elected as Chair in 2016 (reconfirmed in 2018). His term of office was due to expire on 21st March 2021 and it was agreed to recommend the extension of his term of office beyond 8 years, based on the following circumstances:</p> <ul style="list-style-type: none"> • The economic and strategic uncertainties created by Covid-19 • There had been a considerable change of membership over the past two years • The advantages of mentoring new Governors • To ensure that Corporation continued to operate above the minimum of 12 members (at the time of meeting 13 members) <p>Vince Romagnuolo was originally appointed in March and 2019 and was eligible to be considered for a further four-year term.</p> <p>The skills and experience of both Governors were discussed, and it was agreed that their contributions greatly strengthened the Governing Body.</p> <p>Subsequently the Corporation unanimously agreed to ratify the decisions made by the Search & Governance and extend Professor Sam Luke’s term of office due to exceptional circumstances, expiring on 31st July 2022 and reappoint Vince Romagnuolo for a further term of four years expiring on 21st March 2025.</p> <p><u>8.2 Appointment of Chair, Vice-Chair and Committee Chairs</u></p> <p>The Board received a report requesting approval to introduce a standard procedure for the appointment of the Chair, Vice-Chair and Committee Chairs which had arisen following a request to review the existing procedure in order to promote transparency and reinforce effective governance.</p> <p>The historical appointments were set out in the report and following consideration the following recommendations were agreed:</p> <ul style="list-style-type: none"> • Professor Sam Luke confirmed as Chair of the Board of Governors and Chair of Search & Governance until the expiration of his term of office on 31st July 2022 (<i>note his reappointment due to exceptional circumstances was confirmed see item 8.1</i>) • Lynn Reddick confirmed as Vice-Chair of the Board of Governors until the expiration of the academic year 2021/22 • Peter Stamps confirmed as Chair of Finance & General Purposes Committee until the expiration of the academic year 2021/22 (<i>see note below</i>) • Chris Muller confirmed as Chair of Curriculum & Quality Committee and Chair of Senior Staff Performance & Remuneration Committee until the expiration of the academic year 2021/22 (<i>see note below</i>)

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	<ul style="list-style-type: none"> • Simon Enoch confirmed as Chair of Audit Committee until the expiration of his term of office subject to annual confirmation. • All terms of office would be applicable until their term of office expires or they resign as per Instrument & Articles paragraph 6 (8). • Should the post-holder be willing, confirmation of their intention to continue with the role would be confirmed at the final Corporation meeting of the academic year. All new appointments would also be considered at the same meeting. <p><i>Note: Chris Muller and Peter Stamps have confirmed that they wish to be considered for a further extended term to the current expiration of their term of office in August 2021. It is intended to formally propose the reappointment of both Governors (due to exceptional circumstances) to be ratified by Corporation prior to the expiration of their current term of office.</i></p> <p><u>8.3 Self-Evaluation Questionnaire</u></p> <p>Due to time constraints, it was agreed to carry forward this item to the next meeting on 26th March 2021.</p> <p><u>8.4 Proposal for a Sub-Committee of Curriculum & Quality</u></p> <p>The Corporation received a proposal to establish a sub-committee to consider the HE provision.</p> <p>The report set out the suggested terms of reference for the sub-committee including the objectives, membership, attendance, frequency of meeting, authority and duties.</p> <p>Having discussed the proposal, the Corporation agreed to endorse the decision of the Search & Governance Committee to set-up a sub-committee with the first meeting to take place in the summer term, 2/3 weeks prior to the Curriculum & Quality Committee.</p>						
37.20	9.0 Reports from Committees						
	<p><u>9.1 Search & Governance Committee</u></p> <p>The Corporation received the draft minutes from the meeting on 18th January 2021.</p>						
38.20	10.0 Meeting Evaluation						
	The meeting evaluation took place following the strategic review						
39.20	11.00 Any Other Business						
	There being no other business Part A of the meeting finished at 11.30am						
40.20	Date & Time of the Next Meeting: Friday 26th March 2021 at 9.00am						
41.20	Future Meeting & Events						
	<table border="1"> <tr> <td>Curriculum & Quality</td> <td>Wednesday 24th February 6.00pm</td> </tr> <tr> <td>Governor Scrutiny Day</td> <td>Wednesday 24th February 13.00pm</td> </tr> <tr> <td>Search & Governance</td> <td>Wednesday 10th March 6.00pm</td> </tr> </table>	Curriculum & Quality	Wednesday 24 th February 6.00pm	Governor Scrutiny Day	Wednesday 24 th February 13.00pm	Search & Governance	Wednesday 10 th March 6.00pm
Curriculum & Quality	Wednesday 24 th February 6.00pm						
Governor Scrutiny Day	Wednesday 24 th February 13.00pm						
Search & Governance	Wednesday 10 th March 6.00pm						

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	Audit	Friday 12 th March 9.00am	
	Finance & General Purposes	Friday 19 th March 9.00am	
	FE Corporation & Conference	Friday 26 th March 9.00am	

PART B – CONFIDENTIAL ITEMS

42.20	14.0 Update on ESFA Investigation
	<p>Agreement of the Minutes of 10th December deferred to the next meeting.</p> <p>The Principal gave a verbal update on the investigation and the minutes will be prepared separately.</p>

PART C – STRATEGIC REVIEW UPDATE

43.20	15.0 Strategic Review Update
	<p>The Principal presented the conclusion to the Strategic Review incorporating feedback from the initial presentation to the Corporation on 6th November.</p> <p>The conclusions from the PowerPoint presentation were as follows:</p> <ul style="list-style-type: none"> • Review of internal apprenticeship provision ongoing • Re-engage with local planning authority • Decide on approach to mergers • Agree approach to existing/further partnerships • Agree business plan for Nescot Enterprises Ltd • Progress business processes - new CRM system to underpin the student journey from application through to alumni <p>The areas identified for growth were high needs, further education, adult education budget, higher education, Institute of Technology bid, commercial projects and capital growth.</p> <p>The Principal summarised the presentation by using the metaphor of a 'golden thread' running through the strategic review. Everybody's appraisal targets were linked to the achievement of key priorities which in turn were an integral part of the strategic vision.</p> <p>The Chair responded by thanking the Principal for a comprehensive presentation and thanked her and the team who were all helping to move the key priorities forward.</p> <p>The Chair then invited the Corporation to evaluate and comment on the review, and the following comments were made:</p> <ul style="list-style-type: none"> • This is a great plan – I would now like to see how we implement it and follow up on the action, especially around cost to serve and how we fuse the advantages of Google Classroom. (<i>The Principal responded that</i>

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progress would be measured through the KPIs and confirmed that there were sufficient resources available to get the job done)

- Well done this is a great plan – I look forward to seeing it implemented and see the College move forward.
- There was a lot to take in, but I am sure we will return to it time and time again.
- We are excited to be working as the College lead for the Careers Hub. The new Careers Education Guidance Strategy is just about to be launched which will focus on skills. It will be presented to the C&Q committee at the next meeting, and there is a lot in there to be excited about with the direction we are taking.
- There is lots going on which makes for a very exciting future. Pleased that two new Governors have joined us. Well done to all the staff for handling the difficult scenarios during these difficult times.
- There is a lot to take in all-in-one go. I am particularly interested in the College partnerships. I don't have a rigid view on them but it is clearly an immature and variable market. However, they can offer specialities that we don't provide at this stage. In house business is preferable in the long term.
- I am still absorbing the avalanche of information which I thoroughly enjoyed, and I don't have anything to add at this stage.
- Thanks for the presentation there was one slide from the previous presentation in December that was not covered this time regarding curriculum review. *(The Principal responded that the annual review of the curriculum programme was imminent. A mapping exercise of levels 1, 2, 3 and HE have been completed the outcomes from which would be available by the end of February).*
- Really pleased to be on board. Sounds like we have an exciting year ahead of us. So I am happy to be a part of the team and the success story we are about to build.

The Chair responded and summed up as follows:

Thank you to the Principal and her team for the great work they have been doing, and great seeing the growth aspirations for the College and the provisions for what we want to do.

It's good to see the Government is taking an interest in HE through the white paper which puts us in the spotlight, and we must make the most of this. We have a great chance to build on what we have achieved so far.

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Employability is going to be critical – how we take our people and get them employed in key skills across the country is going to be very important. The Government have presented a levelling up agenda so students can train here and then go to jobs across the UK, so I think it's imperative that we are a key feeder for all our employers.

I think the Principal should continue to fly the flag on the external committees that she is on. I would like us to understand the things that are happening out there so that we can adjust our offer to suit.

A few things that I believe will be quite strategic one being the green agenda linked to sustainability. We have talked about gas and other energy sources such as hydrogen we need to lead the way on those things, especially as the UK is going to be hosting the climate change conference later this year.

We can also build on digital technology and data analytics; it is important that we can teach our people those sorts of skills.

Leveraging the opportunities following Brexit, building a skills future in the UK that will be the envy of the world, but doing that in a social way.

We talked about Apprenticeships – we want to make money, but we should also look at the societal impacts of that and we can help to push that through. That takes us into high needs – there is exponential growth in this area. The strategy there is very clear, and it adds a really exciting dimension for growth through feeder schools.

Our bread and butter, our key provision, is 16-18 FE and we are continuing to build a fully rounded curriculum that meets employers' needs. However, I think we need to do a little more in terms of our brand and marketing so we can grow that provision and link it into HE. This will enable us to move away from sub-contractors and partnerships.

So I think we are in a good place across the board. We have welcomed new Governors who will contribute a different dimension. It is great to reflect society and have that diverse thinking and diverse demographic.

We need to control our costs to be efficient and effective.

Considering all of that, and I know there has been a lot to take in, I have requested that we have a further look sometime in the early to late Spring to go through all this and map out the next two to three years and develop a clear road map that sets out how we can tangibly achieve moving from very good to great. The Principal will be working through that and hopefully we will be on site by that time and we can refine what we have going forward.

So, my thanks to the team and the Governing Body. We are running a little late, but we wanted to hear the voices of everybody here. It is important that we hold to the Executive team to account, and every question counts as well as taking the time to listen to what everyone has to say.

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	<p>Thank you again and have a good rest of the day and good weekend and let us continue to stay safe and hopefully see some really good things happen as we plan the future of this superb College that we are all a part of.</p> <p>The Strategic review concluded at 12.25pm</p>
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Decisions:

1. The Corporation agreed to invest a further £1m in a medium-term investment fund through the College's external fund managers Smith & Williamson.
2. Ratified the recommendation of the Search & Governance Committee to extend Professor Sam Luke's term of office due to exceptional circumstances, expiring on 31st July 2022.
3. Ratified the recommendation of the Search & Governance Committee to reappoint Vince Romagnuolo for a further four-year term expiring on 21st March 2022.
4. Ratified the recommendations of the Search & Governance Committee relating to the appointment of the Chair, Vice-Chair and Committee Chairs.
5. Ratified the proposal from the Search & Governance Committee to set up a sub-committee of the Curriculum & Quality Committee to focus on HE provision.

Agreed Actions:

1. Circulate article from FE weekly regarding key reforms of the Government White Paper.
2. Circulate further details on the proposed new format for the Governor Link Day.
3. A financial recovery plan to prepared and presented at the Corporation meeting on 26th March.
4. Agreed to carry forward the Self-Evaluation Questionnaire responses to the next Corporation meeting on 26th March.
5. Set up an HE sub-committee to take place two to three weeks prior to the Curriculum & Quality Committee in the summer term.
6. Identify a student from each faculty to feed into the Student Voice to improve and strengthen feedback to the Governing Body.
7. The Deputy Principal (Curriculum & Quality) to meet with the Chair of Curriculum & Quality to discuss the process for mock assessments.

Signed



Date...26th March 2021...

Professor Sam Luke, Chair of the Corporation