

# Minutes of the Corporation meeting held on Tuesday 13 July 2021 [by Video Conference]



Meeting commenced: 18:00

Meeting closed: 19:25

Name	Attendance	Apologies	Time arrived (if different from above)	Time left (if different from above)
<b>Business Members (1 Vacancy)</b>				
John Egan (Chair)	√			
Joanne Beaumont	√			
Nigel Hainsworth	√			
James Parker	√			
David Butcher	√			
Phillip Hunter	√			
Kerry Robinson	√			
Catherine O'Connor	√			
Grace Jeffrey	√			
Mohammed Hussain		x		
Steph Tinsley	√			
Peter Whittle	√			
<b>Staff Members</b>				
Jonathan Curtis		x		
Wendy Rowan	√			
<b>Student Members (1 Vacancy)</b>				
Hibah Modak	√			
<b>Principal</b>				
Nav Chohan	√			
<b>In Attendance</b>				
Jeremy Stott - Clerk	√			
Susanna Butler - Minutes Secretary	√			

Diana Bird - Vice Principal Curriculum	√			
Lorraine Swift - Vice Principal Finance & Planning	√			
Fiza Modak (Prospective Student Governor)	√			
Ron Hill (Observer)	√			

*[In advance of the meeting, members put forward a number of comments and questions which were responded to and are set out at the end of these minutes on Page 11.]*

**15/21 Disclosure of Financial and/or personal interest**

18:01

There was no disclosure of financial or personal interest.

**16/21 To agree the agenda and order of business as circulated**

18:01

The agenda and order of business were agreed.

**17/21 To agree the minutes of the meeting held on 30 March 2021**

18:02

The minutes were agreed as a true record.

**18/21 Matters Arising**

18:02

**i) 10/21 Action Point - Turing Scheme**

The Principal confirmed that this has not yet been progressed but that we are thinking of applying next year.

**ii) 10/21 Action Point - Formalising digital skills development across FT Programmes**

Discussions have been held about this and digital skills development is already included in FT programmes but a lot of extra work is required in making this a formal accreditation. We have therefore decided to investigate the feasibility and will come to a conclusion towards the end of this calendar year.

**iii) 14/21iii Action Point - To provide an update on progress with Sustainability**

The Principal highlighted the sustainability bulletin that has been shared with members setting out our progress which should provide assurance that this subject is high on our watchlist. We have also signed up for the Sustainable Development Goals which we report on each year.

**19/21 To consider reports and proposals from committees:**

18:04

**a) Search: To consider any recommendations & proposals arising from the meeting held on 02/06/21**

The Chair of the Search Committee asked members to note the discussion on a governance review and the decision to appoint Stone King to carry out that review.

The minutes were received.

**b) Audit: To consider any recommendations & proposals arising from the meeting held on 15/06/21**

As this meeting was held on site, the Chair highlighted how it was good to meet new members in person. However, with social distancing measures in place, communications had been more difficult so they will be reverting back to on-line meetings. He then asked members to note:

- **Minute 04/21 c)** on the appointment of Mazars as external auditors
- **Minute 06/21)** on the recommendation to Implement the Governor Email Privacy Protocol to come into effect from the next academic year
- **Minute 10/21b)** on the recommendation to endorse the updated Terms of Reference and the return to hold 3 meetings per year instead of 2
- **Minute 14/21 ii)** on recommendation to the Corporation:
  - The changes to the Financial Regulations & Annexes
  - The Whistleblowing Policy & Procedure
  - The Data Protection Policy

The recommendations in minutes 06/21 and 10/21b) were approved and the minutes of the meeting were received.

**c) Curriculum & Quality: To consider any recommendations & proposals arising from the meeting held on 22/06/21**

The Chair of the C&Q Committee asked members to note:

- **Minute 16/21 ii)** on agreement of the new theme for the year on Equality, Diversity and Inclusion
- **Minute 23/21 ii)** on recommendation to the Corporation the:
  - a) The Equality & Diversity Policy
  - b) The Staff Development Policy & Procedure
  - c) The Staff Appraisal Policy
  - d) The Disciplinary Policy (not SPH)

The minutes were received.

**d) Finance & Resources: To consider any recommendations & proposals arising from the meeting held on 06/07/21**

The Chair of the F&R Committee asked members to note:

- **Minute 19/21 a)** on recommendation to the Corporation the 3-year Financial Forecasts:

- **Minute 19/21 b)** on recommendation to the Corporation the income and expenditure and the capital expenditure and the recommendation that approval of the CFFR Accounts template be delegated to F&R
- **Minute 25 ii)** on recommendation to the Corporation:
  - a) The Learner Financial Support Policy
  - b) The Receipt of Gifts & Hospitality Policy
  - c) The Charity Fundraising Policy
  - d) The Phased & Flexible Retirement Policy

The minutes were received.

**20/21**  
18:16

**Student Council: To receive a copy of the minutes and report from the meeting held on 25/05/21, including endorsing the appointment of Fiza Modak as the Student Governor from September 2021**

Fizah Modak was welcomed to the meeting as the newly elected student governor for the next academic year.

**Members endorsed the appointment of Fiza Modak as Student Governor**

Student Member Hibah Modak highlighted the discussions from the meeting. As it was the end of year meeting, there were fewer issues to report so the main focus had been on student welfare and mental health. It had been proposed for next year that discussions and debates take place on pre-planned topics. Hibah also confirmed she had received her leaver's hoodie which she was proud to show everyone.

A member added that it would be good for the Council to explore the buddy system. There is a system in HE called the 'Pal Scheme'. If this is of interest, J Beaumont said she would be happy to line the college up with someone from Bradford University to explore this further.

Hibah was thanked for all her excellent work and contributions on the Council and as student governor.

The minutes were received.

**21/21**  
18:21

**To Monitor:**

The Vice Principal Curriculum gave an update on the plans picking out some of the key objectives.

**a) The Quality Improvement Plan**

**Increase achievement for the minority of FT courses:** Those underperforming courses are receiving enhanced support meetings to monitor their progress. Travel & Tourism will not quite achieve their outcomes of meeting the National Average due to losing one student - low recruitment and the loss of just one student does have more impact on the figures. However, pass rates have been 100%, attendance high and students have gained the full qualification. BTEC L1 is on target and is just above the achievement rate. L2 CPLD has not yet

achieved due to a few areas outstanding. This qualification also includes a license to practice which has seen an issue with placements due to COVID, so an extension has been provided to end August to allow students affected by isolating to complete.

**Increase achievement on part time and apprenticeship Accountancy**

**courses:** Now mainly delivered online L1 accountancy provision is above the national average with L4 just below. Apprenticeship provision is difficult to predict as students finish at different points in the year. Exams were cancelled for a while so the best case is that L3 apprenticeships will be above the national average and L4 should be on target. We are working with Mindful Education to support delivery next academic year.

**Increase learner performance in exams:** As most exams have been cancelled this year, this has been less of a priority for staff, though staff training has taken place. Grades are not until 12 Aug and there will be an achievement update for the next meeting.

**b) The Development Plan**

**Support the regional economy:** We have a shortfall in the AEB contract and a few issues round Kickstart but the positive message is that we have increased apprenticeship numbers this year, particularly for 19+.

**Maximise student achievement & progression:** We are undertaking a review of IAG and there will be a report and action plan to follow later on how we can further enhance that service.

**Develop Opportunities for Learners' Personal Growth:** Placements have been challenging. T Level students did all get physical placements, but 4 had to change to virtual placements with the extension of lockdown which are not recognised by government. These 4 students met with the local MP explaining all the benefits they had gained from their placements which he said he will take up with the minister. We have recently launched Navigate for recording non qualification outcomes including Work placement targets.

**Achieve a surplus to invest in the learner experience:** We have done a very good job of managing Covid with very few cases reported and significant improvements have been made to our buildings and estate over the last year.

**Develop online learning offer to support excellence in Teaching Learning and Assessment:** We have sustained a high quality of teaching both in class and on-line and have a Digital Capability Strategy in place. A review of the SAR has also been carried out.

**Promote good mental health and wellbeing of staff and students during COVID-19 pandemic:** We have promoted good mental health and resources that are available and have added a direct question on staff wellbeing to our appraisal process and introduced a Wellbeing Action Plan for those who require it.

**Maintain excellence in Safeguarding & Equality & Diversity practices:** A high percentage of staff have completed mandatory training and we are still

planning to apply for the College of Sanctuary Award which has been on hold due to the pandemic.

**22/21**

18:31

### **To consider further and agree a new Strategic Plan**

The Principal explained how this seeks to identify our most important actions and that it is hard to get the tone and words right. Our proposed new strategic drivers seek to address our biggest issues:

- Enhancing our market presence - many people do not know we are here or what we offer. We ran Saltaire Saturday last week and, from that, we realised that many people do not realise the offer we have for adults.
- Motivating students - many of our younger students need to be introduced to new life experiences and to be encouraged to treat learning as a serious activity. Our adult learners need a clear line of sight to appropriate progression opportunities.
- Emerging from lockdown - need to re-establish connections with stakeholders and **resume a new 'normal' using the lessons of lock down to improve ways of working.**

We have a challenging income savings target but our assessment is, if we can get the above 3 things right and students succeed, the money should sort itself out. Our marketing presence is about reaching the right people in the right format. Motivation techniques for 16-18 is about offering clear progression routes for adults. A member asked if we have a process for accessing on-tap resources, i.e. if teaching staff still have contact with past students. People succeed in different ways and some of these students could prove to be good advocates.

**A short discussion took place on whether the wording of 'emerging through lockdown' was the best choice of words. Other ideas were 'build back better' and 'adapting to the new norm'.**

Comments were invited on the paper and members provided feedback including:

- It is important we build resilience in students with agile thinking and approach.
- Adaptability is a key advantage for the College.
- We need to build on agility. Whilst this is more reactive than strategic, as hospitality and the care sector are desperate to employ people, is there a place for the College to play a part in that?
- Given this is a **3-year plan**, **'emerging from lockdown'** could eventually seem like a phrase from the past
- Emerging from lockdown is very important but needs to be handled in a way that picks up on resilience and focussing on the positive things we have learnt and how we can carry that forward.
- There are many real job shortages such as drivers and warehouse staff which are hard to come by. Is there some scope to tailor our provision to these shortages **which probably won't be going away any time soon?**
- If we can give our students a competitive advantage and show companies that we can train people for those jobs, this should put us in a stronger position.

The Principal added that success is where we can make those links with the relevant companies. Opportunities tend to work best when we have short training courses in conjunction with those companies. P Whittle highlighted that he has a

family member with workforce shortages who he can approach to see if there is any scope to work together.

Members agreed they were happy with the new strategic objectives and were asked to contact the Principal if they have any suggestions on wording.

**23/21 Chairs Report**

18:51

The Chair highlighted that it has been an interesting year and we have plans to adapt further with the lifting of restrictions due shortly. There has already been one face to face committee meeting but plans are to continue on-line which will be kept under review. His hope is that the October training event will take place on site and that governors can have more presence on campus where opportunities arise. He is planning his 1:1 meetings with the new governors over the next few weeks.

**24/21 Principal's Report**

18:54

**i) Principal's Update**

We have recently launched Saltaire Saturdays which is for adults to explore new opportunities, interests and courses that have a link to our full time programmes. We have had two in July and are looking to add further dates with one a month, every month, from September. We want to bring new people into Saltaire to experience what the College has to offer and have had a very positive start. Other stories were also highlighted including the ESOL for pregnancy which is for new arrivals to the new UK. Level 1 Sports students travelled to Tamworth to take part in the AoC Ability Counts football competition and a letter has been prepared for the Chair to sign thanking Martin Thornton who regularly attends the football competitions and pays for meals as well offering support for the team.

**ii) To receive the Termly Finance Report**

The figures look positive for next year, but 22/23 will be the challenging year with an income savings target of £940k. We already know where £100k of that will come from, but that still leaves a large target to address next year.

The Termly Finance Report was received.

**iii) To monitor the Corporations Key Performance Indicators**

Comparisons have been made to 18/19 due to the unusual few years we have just had. Retention has been compared to last year however as it is more comparable. The KPIs look positive and we have a good surplus for this year.

Apprenticeships look good for next year, though the lack of 16-18 apprenticeships is challenging as we are not finding many of the right type of applicants. The main issue is the lack of Level 2 opportunities.

**iv) To Consider for approval Approach To the Towns Fund and FE Capital Transformation Fund**

The Principal set out how this is a great opportunity for us, bringing to the town of Shipley a £25mil spend. A preliminary meeting has taken place with the planners who are very excited about the project and there are many options available that we need to consider such as whether to build on Victoria Road, or further away near the Jonathan Silver Building. The Chair noted his concerns for the reaction of the local community which we experienced with the Jonathan Silver build. If we replace green areas with a building we could have conservation issues but converting a car park may be more acceptable. The club on Caroline street are very interested in the project and see it as a great opportunity for them.

**Members approved the approach to the Towns Fund and FE Capital transformation Fund.**

**25/21**  
19:09

**To consider for approval the 2021/22 Income and Expenditure budgets and approve the 3 year financial forecasts:**

The Vice Principal Finance & Planning presented the forecasts which have already been through F&R. She explained that we need to prepare the commentary to the ESFA to go with their version of those accounts. It is a new template this year and quite different to what we have been used to. The surplus for this year is bigger than we thought, but is due to drop next year with a lower break even budget which is achievable. The third year is where we see the very large income savings target. Members were instructed that they need to formally approve the 21/22 figures presented in the paper. It is a break even budget and members confirmed they had no objections.

For the Commentary, we have used our own format which has been tried and tested based on their criteria. The Position Summary provides the narrative behind the figures and we have RAG rated our sensitivity. Most of our risk is in the income savings target. Members were asked to note the cash flow forecasts commentary and that we also send the ESFA our Risk Register. The template has been late coming out which has impacted on the work, so members were also asked to approve the commentary and figures but delegate to F&R submission of the figures in the new format which was agreed.

**Members approved the 21/22 Income & Expenditure budgets and the 3-year financial forecasts**

**i) Approval of 21/22 Budget & 3 year Forecasts Summary**

**Members approved the 21/22 Budget and 3-year Forecasts Summary**

**ii) Commentary to the ESFA Return July '21**

**Members approved the Commentary to the ESFA Return**

### iii) **ESFA College Financial Forecast Return**

**Members agreed that approval of the CFFR Accounts template be delegated to F&R**

**26/21**  
19:16

#### **To consider the Annual Report on Risk Management & Corporate Governance arrangements**

The Principal explained that risk management is not about the Risk Register itself, but about the approach we take to risk and Corporation approval of how we assess those risks. He highlighted a recent change at the bottom of page 2 and that we are signing up to the disclosures under 5.6 which members confirmed they had no objections to.

**27/21**  
19:18

#### **To receive the Annual Report on Safeguarding**

The Vice Principal Curriculum informed members of changes to Keeping Children Safe in Education and the Ofsted Report which brings some new recommendations in terms of the training we need to do with our staff so we are looking at how we support our staff to support our students.

In response to a query raised before the meeting, the Principal confirmed that we **don't currently report on retention of vulnerable students, so will try to integrate that information for next year.**

The Annual Report on Safeguarding was received.

**28/21**  
19:20

#### **Governance Matters**

##### **i) To consider a timetable of meetings & main agenda items to December 2022**

The Clerk highlighted the dates for next year. To note is that an additional Audit meeting has been added to the timetable for 15 Feb 22 and the June meeting moved to the end of the month. Each member will be notified by email of the dates of the committees they are on.

##### **ii) To note the confirmation of the email for Corporation approval for the scope and external contractors for the Governance Review**

For the record, of the 12 responses, all were in favour of the above proposal.

**29/21**  
19:24

#### **Any Other Business**

##### **i) Farewell**

The Principal wanted to offer his warm appreciation to student governor Hibah Modak on her last meeting of the Corporation who has done a great job and to wish her well on the next stage of her journey. Hibah thanked everyone for all the support she has received at College and said she will be sad to leave. The Vice Principal Curriculum also highlighted that Hibah recently won an Award for Business Student of the Year which is a great achievement.

**ii) Dates of Corporation Meetings scheduled to December 2022**

See minute 28/21 i).

**iii) To consider recommendations from Committees to approve the:**

a) Financial Regulations & Annexes

The Financial Regulations & Annexes were approved

b) Whistleblowing P&P

The Whistleblowing Policy & Procedure was approved.

c) Data Protection Policy

The Data Protection Policy was approved.

d) Equality, Diversity & Inclusion Policy

The Equality, Diversity & Inclusion Policy was approved.

e) Staff Development Policy & Procedure

The Staff Development Policy and Procedure were approved.

f) Staff Appraisal Policy & Procedure

The Staff Appraisal Policy and Procedure were approved.

g) Disciplinary Policy (Not SPH)

The Disciplinary Policy was approved.

h) Learner Financial Support Policy

The Learner Financial Support Policy was approved.

i) Receipt of Gifts & Hospitality Policy

The Receipt of Gifts & Hospitality Policy was approved.

j) Health & Safety Policy (for signing by the Chair)

The Health & Safety Policy was approved.

k) Phased & Flexible Retirement Policy

The Phased and Flexible Retirement Policy was approved.

l) Charity Fundraising Policy

The Charity Fundraising Policy was approved.

Agenda No.	Item	Presented By	Questions/Comments	Response
7a	Quality Improvement Plan	Vice Principal Curriculum	As of June 21 it appears that there are many areas reading "not yet achieved", can we expect to see the outcomes change to achieved over the coming months? (K Robinson)	1.3 and 2 the measurable outcomes relate to achievement rates. Results days for Study programmes (1.3) is 10th and 12th of August but the L2 course for CPLD (1.3) has been granted an extension to the end of August for students to submit to allow them to complete their placement hours which are required for the licence to practice which accompanies the qualification. We are also awaiting results from 4 resit exams - students have to pass these to gain the qualification and there is no further resit opportunity available if they don't pass these. We should receive the results for these by the AUGUST results day. To date 8/14 have passed subject to moderation by the Awarding Body. The remaining students will complete by the end of August and I will be able to report results to governors. For (2) which are part time and apprentice courses the measurable outcomes are achievement rates - apprentices are roll on roll off so complete at various times throughout the year. Part time courses should be completed within the academic year but due to interruptions to exams some students are awaiting exams / resits. Where we have results (ie the L1) these are reported. I have shared predicted achievement with you. In terms of (4), staff were asked to complete this training in QI week (5 - 9th July) and then to complete one register at the end of the week so that we can report on activity. Sector Heads each delivered the training to their sectors. The measurable outcome is attendance at this training (for relevant staff) and I will report on this to governors when the data is available. This training was rescheduled for the July QI days as exams on most courses were cancelled due to the pandemic and so this became less of a priority against things like TAGs. It will be important in 21/22 with more BTEC courses including exams so the July timing should set staff up well for preparing students for exams. Further work will be planned in next year to keep this moving forward. (4.3) STRIDES activity is reported but the measurable outcome is about pass rates particularly on GCSE. This data will be available on 12th August although I would urge caution in this data given that TAGs have replaced exams for almost all courses.
8	To consider further and agree new Strategic Drivers	Principal	An excellent piece of work, very clear and motivational well done! (K Robinson)	Thank you very much!

10iii	To monitor the Corporations Key Performance Indicators	Principal	Thank you for sharing the comparison of class based education and training for Shipley with the National rate. Do we have a comparison for Yorkshire and Humber available? (K Robinson)	No - not available. We usually do an internal report compared against 7 local Colleges but this data has not been available because of Covid restrictions <b>on data publications. Hopefully back to normal in 2 years' time.</b>
10iii	To monitor the Corporations Key Performance Indicators	Principal	The RAG rations of the data sets within the KPIs report is very helpful. The second data set referring to retention by qual type by age group is very clear and compared to NR. Is the 19+ February 21 a typo? The first data set narrative refers to last year. This I assume is July 2020 but this data is not included for comparison. Would you <b>confirm the interpretation of 'last year'</b> to aid my understanding. (S Tinsley)	Feb 21 is a typo - good spot! Last year means 19/20 though note in the main KPI table we have used 18/19.
11i	Approval of 21/22 Budget	Principal	Budget setting for 2021/22. Exam fees are a significant non-pay outgoing for all colleges. The exam fees were greatly higher than forecasted in 2020/21 but student numbers lower. What were the reasons for this. Exam fees set higher in 2021/22 than this year although lower than actual spend in 20/21 but student numbers are expected to be higher. What is the rationale for this? (S Tinsley)	The forecast exam fees were £449k but actual came in at £330k so a major saving. Caused by some 'Covid' refunds from the previous year' but also far fewer AEB enrolments. Forecast as going up to £400k in 21/22 though there could be some more Covid related refunds.
13	To receive the Annual Report on Safeguarding	Principal	There is clearly a lot of excellent support offered to students who disclose adverse personal circumstances. As a positive educational outcome of this support, I would like to request that retention of these vulnerable learners is stated in future reports and given the timing of the report predicted pass and achievement. (S Tinsley)	Will add to report next year and consider how in year reporting might be managed.

15ii d)	Equality, Diversity & Inclusion Policy	Vice Principal Curriculum	Statement 3.3. is an important statement in terms of helping individuals to understand their entitlement to respect and dignity for their own value and beliefs. This is clearly important in terms of further discussions which may take place in terms of beliefs and behaviours. As I understand it, the expectation is around the behaviour of individuals and/or groups. Education and discussion may inform further and influence beliefs and behaviours, however individuals retain the right to values and beliefs which may be a large part of their lives. (K Robinson)	Very good point Kerry.
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