

**Minutes of the meeting of the Corporation held at City Centre College on
Monday 22nd May 2023 at 17:00**

Present

Andy Salmon (AS)	Chair
Victoria Downing-Burn (VDB)	Vice Chair
Neil Wilson (NW) (by Teams)	Vice Chair
Jayne Davis (JD)	Principal & CEO
Lisa Ford (LF)	
Adam Gould (AG)	
Bob Rashley (RR)	
John Spindler (JS)	
Ian Tavener (IT) (by Teams)	

In attendance

Kate Hobbs (KH)	Deputy Principal
Emma Roberts (ER)	Head of Governance

Attendance: 90%

ITEM

1. Apologies for Absence

Apologies were received and accepted from Hrishikesh Kumar Ganesh Student Governor due to examinations and Mike Oram. It was noted that Ian Stevenson had resigned as Governor with effect 17 May 2023.

2. Reflections of Student Voice

It was noted that a well-attended session with learners had taken place prior to the Board meeting.

Governors discussed the session noting how valuable the comments and views of learners had been. It was agreed learners would be thanked for their contributions, as would Sam Kenny for the arrangements.

Themes that had been shared were noted as:

- Value of the relationship with the tutors
- Space for 'downtime' was important at both campuses
- Timetabling could be improved to make better use of time
- Communication crucial in relation to the key deliverables of the course
- Prioritisation of resources between full time students and apprenticeship learners could be reviewed.

3. Declarations of Interest

None declared.

3. Confidentiality of Items

The Board RESOLVED that all papers marked confidential on the agenda or on their cover sheet were confidential.

4. Minutes

4.1 Minutes of the last meeting and any matters arising

The Board RESOLVED to approve the open and confidential minutes of the meeting held on 27 March 2023 as an accurate record. There were no matters arising.

4.2 Actions

The Board considered the action arising and RESOLVED to note that all were in progress or had been completed.

5. STRATEGIC PLANNING

5.1 PRINCIPAL'S REPORT

The verbal report of the Principal was received and noted. The key issue of focus was [a confidential] legal case

[REDACTED]

[REDACTED]

[REDACTED]

Other items highlighted by the Principal included:

- Learner Voice Framework
- Diversity and EDI Project – Investors in Diversity Award Project
- My Energy Utility Project
- Staff Sustainability Group
- Unloc Project – audit on learner voice, with a mini focus on climate change
- Curriculum Plan

A Governor asked for assurance in relation to whether the curriculum plan addressed the need to provide a transition from Level 2 to 3 for students who might have less advantaged backgrounds. It was confirmed that some of the new qualifications were specifically tailored to those who might not be independent outside of the home and enabled a trajectory of achievement. It was noted that additional new programmes at level 3 were being introduced.

A Governor also asked for mapping of businesses working with the College to be factored into the curriculum plan. **Action KH**

A Governor asked for room scheduling to be focused in a way that maximised energy use, and for the energy saving to be measured. **Action KH**

The Board **RESOLVED** to note the report.

5.1 People Plan Report

The Principal provided an update on progress against the People Plan. The highlights were noted.

Governors noted that the focus on middle management training required some proactive and innovative elements. Staff turnover remained higher than hoped. The Staff Welfare Group remained positive and well attended. The menu of wellbeing options for staff was a strong benefits option. Governors noted that further industrial action was anticipated the following academic year, and this needed to be planned for.

The Board was assured that the review of data associated with leavers was in hand and would be complete in July. A Governor noted that it might be sensible to have a 'you said, we did' programme of communications with the staff group. The Deputy Principal advised that the plan was to share information in July via the staff hubs. A Governor asked for clarification about themes arising in exit interviews in particular teams.

In conclusion it was noted that there was a range of information in the middle management arena which might value from a specific focus. **Action JD**

The report was **noted**.

5.2 STRATEGIC DASHBOARD

The targets and performance measures were noted. In relation to student data, it was recognised that the retention rate was stronger than the previous year. In relation to achievement rates, the expectation was that targets would be attained for all groups, and that targets were higher than for

previous years. A Governor asked for clarity around the correlation of attendance and achievement, and it was confirmed that whilst targets mirrored the national average, the College was striving for higher achievement rates. Tracking and monitoring is improving allowing greater prediction and support; with very good English and Maths Champions delivering the recovery plan. It was noted that CQWG would review the data trends in detail at its meeting in June.

The report was **noted**.

5.3 APRIL - FINANCIAL FORECAST AND FINANCIAL PLAN

The Chair of the Finance & Estates Working Group and the Principal presented the April Management Accounts in the absence of the Director of Finance.

It was noted that the deficit position had increased against the forecast and that there was some significant risk against delivery of the action plan primarily linked to the increase in staff costs. Governors noted the actions described as well as work underway to scrutinise the workforce elements.

The Board noted that the College bank had been notified in relation to the breach of covenant and the financial health rating remained at 'requires improvement'.

The Principal advised that different cost analysis approaches would be implemented in the next financial year to drill down into learning strand level costs to attempt to better and earlier grip the rising costs. A Governor asked for the impact on the rolling forecast, and it was noted that this was an urgent financial requirement given the requirement to achieve surplus. It was suggested by a Governor that a root and branch business transformation approach might be required if the college remains in a position where it cannot achieve surplus.

The Chair of Finance Group agreed that this would be a matter for Committee review. **Action LF**

The Chair of the Finance Group noted that financial modelling was crucial to enable a review of affordability and efficiency. Improvement of analysis is crucial to this.

The Principal advised that a utilisation review is ongoing, and this is being prioritised, and that a caseload calculator will be employed moving forward for assessing the affordability of curriculum.

A Governor noted that the indirect costs of a high turnover can be extensive and that it was important to draw a context for the turnover rate in relation to the next few years, and that inflation was a significant impact.

In conclusion, the Chair commented that volume of income in future years also needed to increase significantly to enable an offset against the cost challenges in year. It was noted that this might include a focus on reviewing the Business Development function so that the income levels can be increased accordingly. A Governor noted that courses that are a 'shop window' for the College are key in order to maximise our income in key areas. The Board required an urgent update to the Chair of Finance Committee and the Chair of the Board within the week. **Action PF/JD**

The Board **RESOLVED** to note the report.

SCRUTINY

6.1 ACCOUNTABILITY AGREEMENT

Governors received a draft of the Accountability Agreement for the period 2023/24 presented by the Principal. Governors reviewed the draft, noting that the final version was to be submitted to the Department of Education by 31st July 2023. It would be reviewed again by Board at its meeting in July prior to final submission. A draft version of the Agreement will be sent to the DfE by the 31st May 2023 deadline.

Governors approved the format and gave their support for the overall approach.

In further discussion, Governors suggested that the 'pillar' approach might translate effectively into the College medium-term plan, and that this would provide the link between the short term and longer term strategic plan. The staff governor commented that it would be helpful to add user experience

profiles and case studies and therefore use the document as a people engagement tool. **Action JD**

The Board **RESOLVED** to note the direction of travel and approve the submission subject to minor refinements.

6.2 STRATEGIC DASHBOARD

Governors received the Strategic Dashboard which updated the Corporation on the College's key performance indicators.

The Board **RESOLVED** to note the report.

7. GOVERNANCE

7.1 GOVERNANCE REPORT

Governors received a verbal report of the Chair and Head of Governance.

It was noted that the Governance and Search Committee had met on the 18 May, and had considered and approved a range of new changes to the governance framework including:

- Induction Handbook
- Stakeholder Engagement – through accountability agreements
- Calendar of Meetings
- Succession Planning and appointment of new governors
- Terms of Reference for a new Governance Framework
- Update on the External Governance Review

The Board also noted that a special meeting of the Committee had met to consider the resignation of Governor IS, and the Corporation noted the resignation with immediate effect (dated 17 May 2023). **Action ER**

The Board **RESOLVED** to note the report and actions therein.

8. INFORMATION ITEMS

8.1 Minutes of the meeting of the Finance and Estates Working Group 8 March 2023

The minutes of the meeting of the FEWG held on 8 March 2023 were noted.

8.2 Minutes of the meeting of the Audit Committee 15 March 2023

The minutes of the meeting of the Audit Committee held on 15 March 2023 were noted.

8.3 Minutes of the meeting of the Curriculum and Quality Working Group

The minutes of the meeting of the CQWG held on 13 March 2023 were noted.

9. Any Other Business

There being no other business, the Chair **RESOLVED** to adjourn the meeting to allow all but the External Governors to leave to conduct the following business.

10. Confidential Meeting

(External Governors present only)

Senior Staff Performance and Remuneration Committee

The Board noted that the SSPRC had met on 24 March 2023 to review the performance objectives of the four senior postholders; confirming the successful completion of probation for the Deputy Principal and Director of Finance. The Committee had considered a strategic workforce issue in line with its terms of reference.

11. Date of Next meeting

23 June 2023 Away Day, 10 July 2023 Corporation Meeting.