

## CORPORATION MAIN BOARD

### MINUTES OF THE MEETING HELD AT SOUTH BRISTOL SKILLS ACADEMY MONDAY 15 JULY 2024 AT 16.30

#### PART A MINUTES

**Present:** Peter Rilett, (External Governor, Chair, PR)  
Daniel Amin (External Governor, DA)  
Tony Antonius (External Governor, TA)  
Andrea Arlidge (External Governor, AA)  
Alison Beckingham, (Staff Governor, AB)  
Steve Boardman, (External Governor, Vice Chair, SB)  
Neil Dimes (External Governor, ND)  
Julia Gray, Principal & CEO (Ex-officio, P&CEO, JG))  
Marc Griffiths (External Governor, MG)  
Judi Harper (External Governor, JH)  
Meaghan Stillman, (Student Governor, MS)  
Zoe Taylor (External Governor, ZT)  
Jess Winkler (External Governor, JW)

**In attendance:** Catherine Howett (Vice Principal, Curriculum & Quality, VPC&Q)  
Shaista Mahmood (Observer and Student Governor Designate, SM)  
Tim Peacock (Executive Director of Finance & Funding, EDFF)  
Anne Roberts (Interim Director of Governance & Clerk (Clerk)  
Hayley Shaw (Director of Human Resources & Organisational Development, DHRD)  
Phil Smith (Chair of the Corporation Designate, PS)  
Jessica Thorne (Corporate Services Officer, CSO)  
Lynette Wilson (Director of Governance designate, LW)

Attendance: 72%

Min. No.	
<b>1</b>	<b>APOLOGIES FOR ABSENCE AND WELCOME</b>
<b>1.1</b>	Apologies were accepted from Steve Bennett, Sandra Gordon, Dan Jones, Tony Green and Shawn Smith.  Shaista Mahmood, Phil Smith and Lynette Wilson were welcomed to the meeting.
<b>2</b>	<b>DECLARATION OF INTEREST IN ANY OF THE ITEMS ON THE AGENDA</b>
<b>2.a</b>	Staff declared an interest in the LGPS Discretions Policy and the pay award.
<b>2.b</b>	<b>CONFIDENTIALITY OF ITEMS</b> The Board confirmed the papers marked confidential and noted the following confidential items: <ul style="list-style-type: none"> <li>Confidential to the public were items 8, and also 7a (until the pay award was confirmed and awarded to staff).</li> <li>Item 15 was agreed as confidential as attendance was restricted to external governors and senior post holders.</li> </ul>

<p><b>3</b></p> <p><b>3a</b></p> <p><b>3b</b></p> <p><b>3c</b></p> <p><b>3d</b></p> <p><b>3e</b></p>	<p><b>MINUTES OF THE MEETING HELD ON 26 MARCH 2024</b></p> <p>The minutes of the meeting held on 26 March 2024 were confirmed as an accurate record and <b>approved</b> by the Board. There were no matters arising.</p> <p>All actions from the previous meeting were confirmed as completed.</p> <p>It was noted that a brand launch event was planned for 12 September 2024. Further details were to be shared with Governors in due course.</p> <p>The following written resolutions which had been passed since the last meeting were noted:</p> <ul style="list-style-type: none"> <li>- Approval of the appointment of two new Staff Governors from 1 August 2024 (Danny Alfaraj and Steven Tunn).</li> <li>- Approval of the appointment of Lynette Wilson as the new Director of Governance &amp; Clerk to the Corporation from 1<sup>st</sup> August 2024.</li> </ul> <p>The following Chair/Vice Chair approvals since the last meeting were noted:</p> <ul style="list-style-type: none"> <li>- LAN/WI-FI upgrade</li> <li>- Source Electrical Services Ltd for the installation of new lighting at SBSA</li> </ul> <p>The Accountability Agreement had been approved by the Board and had been submitted on 28<sup>th</sup> June 2024.</p>
<p><b>4</b></p> <p><b>4a</b></p> <p><b>4b</b></p> <p><b>4c</b></p> <p><b>4d</b></p> <p><b>4e</b></p>	<p><b>PRINCIPAL &amp; CHIEF EXECUTIVE’S REPORT</b></p> <p>Members received a report from the P&amp;CEO, which was circulated prior to the meeting.</p> <p>The following was also noted:</p> <ul style="list-style-type: none"> <li>- the recent change to Government and the impact this could have on any future planning. Skills seem to be high on Labour’s agenda. Consultation with the new Minister for Education would continue. The College is fully committed to being an active member of the community which it serves., with community engagement activities underway to support this aim.</li> <li>- There is a unique approach to employer engagement across the College, with activities in place which have further driven the College being a community asset. Competition wins by students in-year were said to have included awards at the Association of Hairdressers and Therapists National Finals.</li> </ul> <p>Governors were thanked for their attendance at the student awards.</p> <p>The Board enquired into the nature of future student celebrations. The VPC&amp;Q confirmed that the end of year student awards and end of year art shows took place this year. It was stated that the ambition was to work with local businesses to support celebrations going forwards. The potential financial burden on students associated with a prom was noted. The benefit to the student community in holding end of year events to celebrate achievements was acknowledged.</p> <p>It was noted that some end of year events had been held within curriculum areas, which worked well. There was the suggestion that any good practice was shared among staff, so that other departments could do something similar.</p> <p>The Board thanked the P&amp;CEO for her comprehensive report. It was recommended that members read the recent WONKHE Blog that talks about Skills England and how working practices for FE/HE and wider partners can work well: <a href="https://wonkhe.com/blogs/skills-england-will-be-a-very-big-deal/">https://wonkhe.com/blogs/skills-england-will-be-a-very-big-deal/</a></p>

<p><b>4f</b></p> <p><b>4g</b></p> <p><b>4h</b></p> <p><b>4i</b></p> <p><b>4j</b></p>	<p>The P&amp;EO highlighted the excellent achievements in Maths and attendance this academic year. She spoke about the changing mindset across the College among staff and students, particularly with the focus on raising aspirations.</p> <p>The P&amp;CEO and Chair of Governors had attended the ESFA (Education and Skills Funding Agency) annual strategic conversation. The feedback from the ESFA was that it was clear that the College was heading in the right direction, in terms of improvements to the College's reputation and for student achievements and raising aspirations.</p> <p>The Board asked whether the new Campus Community lead roles would cross-over with other existing posts. It was stated that the roles would propel the work in other areas, such as student experience development. The campus leads will have an ED&amp;I focus working within the specific communities of each campus and bring equity to student voice across the College's sites.</p> <p>The Chair and members praised the positive impact this would have on community engagement, both on campus and when working with partners, and the importance of the leads meeting up to share experience across campuses.</p> <p>The Student Governor asked whether opportunities could be created for students to interact with student groups at other campuses, as most students tended to be based at one campus only. The Chair and P&amp;CEO thanked them for the suggestion.</p>
<p><b>5</b></p> <p><b>5a</b></p>	<p><b>STRATEGIC PLAN 2024-29</b></p> <p>The Strategic Plan 2024-29 was circulated to members in advance of the meeting for comment. The Board were asked to consider and approve the Mission, Values and Strategic Objectives.</p> <p>It was noted that oversight of strategic objectives would be allocated to committees.</p> <p>The Board observed the marked improvements being made by SLT in strategic planning for 2024.</p> <p>[JW joined the meeting at 17:10.]</p>
<p><b>6</b></p>	<p><b>INSTITUTE OF TECHNOLOGY (IoT)</b></p> <p>It was noted that the Board had authorised the College to proceed with membership with the IoT at the previous Board meeting. Legal advice had been taken and the Board would be updated when the agreements had been signed.</p>
<p><b>7</b></p> <p><b>7a</b></p>	<p><b>FINANCE &amp; RESOURCES</b></p> <p><b>Draft Budget &amp; Curriculum Plan 2024/25</b></p> <p>The July 2024 Budget commentary was circulated to members prior to the meeting: The budget had come recommended from the Finance and Resources Committee.</p> <p>It was noted that meeting the budget for the last two years enabled the College to have confidence in delivering its capital plan.</p> <p>The Board thanked the EDFF for the level of control over what was a very complex budget. It was reported that the 42-day period cut-off date (from the date of enrolment for students) was when the College would be able to confidently confirm funding income for the next academic year. In-year growth funding, should enrolments be significantly higher, was not included within the draft budget for the next academic year.</p>

	<p>It was highlighted that the pay award (for staff other than senior postholders) had been budgeted at 3%. The P&amp;CEO reported that colleges had not received an AoC (Association of Colleges) recommendation yet but it was likely that 3% would be at the higher end. The Board APPROVED the budget, including the recommended pay award to staff of 3% (which was subject to the 42-day cut off period) and noted that a recommendation from Remuneration Committee on senior post holders' pay would be discussed in the Confidential Board section of the Board.</p>
<p><b>7b</b></p>	<p><b>Estates and IT Strategy</b>  An Estates and IT Strategy report was circulated to members prior to the meeting. It outlined current works underway across campuses. It was noted that the Project Manager role has been filled by a person with experience in the construction industry, on a fixed term contract.</p> <p>The Board praised the efficiency of the works undertaken. The P&amp;CEO noted that the good governance processes and strong working relationships with the Senior Leadership Team have led to quality work and good value for money.</p> <p>It was stated that the utilisation of spaces across the College should be the next topic for discussion in the area of estates management.</p>
<p><b>7c</b></p>	<p><b>Health and Safety Termly Update</b>  A Health and Safety Report was circulated to members prior to the meeting.</p> <p>It was noted that there was now a clear roadmap in place to ensure the continuation of culture change with regards to Health and Safety. The team was fully staffed and actioning recommendations from the H&amp;S audit.</p> <p>[MS left the meeting at 18:00]</p>
<p><b>7d</b></p>	<p><b>HR Report</b>  The HR Report was circulated to members prior to the meeting.</p> <p>The following was highlighted:</p> <ul style="list-style-type: none"> <li>- positive progress in the reduction of staff turnover.</li> <li>- gender pay gap has halved over the last two years.</li> <li>- increased participation in and positive responses from the York staff survey; benchmark data will be received in September.</li> <li>- positive impact of the people first culture is demonstrated through some of the survey comments.</li> <li>- strategies have been implemented to improve working culture, including welfare rooms, Volunteering Policy, Respect Charter, a new Fertility Policy, coaching and mentoring for line managers and support for individuals undergoing adoption processes.</li> </ul> <p>The second annual end of term Staff Celebration event had been held on 5 July and was well-attended, with a large increase on attendance from the previous year. The Chair commented on how good the event was.</p> <p>In 2023, the HR Team received 153 nominations for Staff Awards; this year the figure rose to 226 nominations.</p> <p>The Board praised the positive change to culture and attitudes across the College</p>

<p><b>7e</b></p>	<p>workforce. The Staff Governor stated that the culture change was very noticeable. Members commented on how positive, engaged staff led to happier and supported students.</p> <p>Congratulations were extended to the DHROD on becoming the HR Director South West Network for the AoC.</p> <p>It was noted that the Facilities Time Report has been submitted and would be published on the College website. <b>ACTION: DHR&amp;OD</b></p> <p><b>Management Accounts Period 10</b> The management accounts were noted.</p>
<p><b>8</b></p> <p><b>8a</b></p> <p><b>8b</b></p>	<p><b>CURRICULUM &amp; QUALITY COMMITTEE</b></p> <p><b>Safeguarding update (confidential)</b> The Safeguarding Report was circulated to members prior to the meeting.</p> <p><b>Whole College Performance Update (confidential)</b> A report on College performance was circulated to members prior to the meeting.</p>
<p><b>9</b></p>	<p><b>STRATEGIC RISK REGISTER</b> The Risk Register was circulated to members prior to the meeting.</p> <p>The EDFF reported on the changes and movements to risks listed within the register:</p> <ul style="list-style-type: none"> <li>• each member of the Senior Leadership Team led the team in reviewing a particular risk, at each SLT meeting, which helped to embed the culture of risk management at a strategic level</li> <li>• the digital risk had become cyber security, whilst strategic digital risk was included in other areas, in order to align the risk appetite appropriately to the level of risk</li> <li>• the funding compliance risk had been reviewed and the risk score was reduced, following positive outcomes from funding audits in-year.</li> </ul> <p>New procurement regulations were to be introduced nationally in October. The Procurement Manager would review and ensure recommendations were made to the EDFF to keep the College compliant with these regulations and frameworks.</p> <p>The EDFF was asked how strategic aims and risks were linked. It was stated that there were some differences between future aims and the current risks and a new template would align strategic aims and current/expected risks.</p>
<p><b>10</b></p> <p><b>10a</b></p> <p><b>10b</b></p>	<p><b>SEARCH &amp; GOVERNANCE</b></p> <p><b>Skills Audit Results</b> The skills audit outcomes were circulated to members prior to the meeting. These had been reviewed by the Search &amp; Governance Committee.</p> <p>The Clerk thanked Governors for completing the skills survey and the results were noted. The training and development needs raised by members were highlighted and would be taken forward by the Search and Governance Committee. Any further comments or suggestions should be sent to the Clerk.</p> <p><b>Governance Report</b></p>

	<p>A Governance Report was circulated to members prior to the meeting.</p> <p>The Board noted the membership changes, including Phil Smith as Chair from 1 August 2024. The following governors' term of office finished at the end of July 2024 and they were thanked for their contribution to the Board and its committees:</p> <ul style="list-style-type: none"> <li>• Peter Rilett, Chair of Corporation</li> <li>• Alison Beckingham, Staff Governor</li> <li>• Tony Green, Staff Governor</li> <li>• Meaghan Stillman, Student Governor</li> <li>• Vanessa Moon, co-opted Governor on Search &amp; Governance</li> <li>• Asma Ahmed, co-opted Governor on Curriculum &amp; Quality</li> </ul> <p>The Board APPROVED the following appointments:</p> <ul style="list-style-type: none"> <li>• Shaista Mahmood to serve as Student Governor 2024/25, following her election by the students of the College</li> <li>• Professor Palie Smart as External Governor for a four year term from 1 August 2024, subject to the completion of satisfactory checks. It was hoped that she would be able to fill the IT and Digital skills gap on the Board</li> <li>• the reappointment for a second term of office for Jo Greenwood, as co-opted Member of the Audit Committee.</li> </ul> <p>The Board discussed the recommendation from the Finance and Resources Committee that an external governor from the Board be a Director on the Partners in Bristol (PiB) Board The Board APPROVED this and recommended that Neil Dimes discuss with the Chair of the PiB Board.</p> <p><b>10c Instrument and Articles of Government</b> The Board approved the recommended minor change to its Instrument and Articles of Government in relation to the signing of the minutes.</p> <p><b>10d Terms of Reference 24/25 and Membership of the Board 2024/25</b> Updated terms of reference and membership of the Board and its committees were circulated to members prior to the meeting. These had been recommended from each committee.</p> <p>The Clerk reported that a further amendment had been recommended to the quorum of the Finance and Resources and Curriculum and Quality committees to ensure a majority of external governors were in attendance, to avoid any potential conflicts.</p> <p>The Board APPROVED this and the updated Terms of Reference 2024/25.</p>
<p><b>11</b></p> <p><b>11a</b></p> <p><b>11b</b></p>	<p><b>POLICIES FOR APPROVAL</b> The Policies below were circulated to members prior to the meeting following consideration by the relevant committee and were all <b>APPROVED</b> by the Board:</p> <p><b>Fees Policy</b> (via Finance and Resources)</p> <p><b>Financial Regulations</b> (via Audit and Finance and Resources)</p> <p>The EDFFF reported on the revision on procurement and contract management.</p>

<p><b>11c</b></p> <p><b>11d</b></p> <p><b>11c</b></p>	<p><b>Health, Safety &amp; Well-being Policy</b> (via Finance and Resources) The Board also approved the Health &amp; Safety statement and this was signed by the Chair and Principal &amp; CEO.</p> <p><b>LGPS Discretions Policy</b> (via Finance and Resources)</p> <p><b>Market Supplement Policy</b> (via Finance and Resources)</p> <p>It was reported that the KCSIE statutory guidance would be updated in September and any updates to the Safeguarding Policy would be shared with governors for approval.</p>
<p><b>12</b></p>	<p><b>COMMITTEE AND SUBSIDIARY COMPANY UPDATES AND MINUTES</b> The following documents were provided for information:</p> <ul style="list-style-type: none"> <li>a) Curriculum &amp; Quality Committee minutes - 18 June 2024</li> <li>b) Audit Committee Minutes - 25 June 2024</li> <li>c) Search &amp; Governance Committee minutes – 27 June 2024</li> <li>d) Finance &amp; Resources Committee minutes - 9 July 2024 verbal, minutes to follow</li> <li>e) CoBC Subsidiaries: <ul style="list-style-type: none"> <li>(i) Partners in Bristol Update and Accounts</li> <li>(ii) South West Apprenticeship Company Accounts</li> <li>(iii) Bristol Professional Services Accounts</li> </ul> </li> </ul> <p>It was noted that the EDFF had been appointed as the Chair of the PiB and SWAC boards.</p> <p>It was noted that Sandra Gordon would join the Search &amp; Governance Committee (and leave the Remuneration Committee) and Andrea Arlidge would join the Remuneration Committee.</p>
<p><b>13</b></p>	<p><b>ANY OTHER BUSINESS</b> The Board noted their thanks to Anne Roberts as interim Director of Governance &amp; Clerk to the Corporation and thanked her for her service to the College.</p> <p>The Board also noted their appreciation to Peter Rilett, for his service to the College and the community it served, in his time as Chair of the Corporation.</p>
<p><b>14</b></p>	<p><b>DATES OF NEXT MEETINGS</b></p> <ul style="list-style-type: none"> <li>• TBC October. 9.30 – 3.30pm. Governors’ Strategic Planning Day (All Governors)</li> <li>• Tuesday 22 October. 4.30 – 6.30pm. Main Board</li> <li>• Tuesday 17 December. 4.30 – 6.30pm. Main Board</li> <li>• Tuesday 14 January. 9.30 – 3.30pm. Governors’ Strategic Planning Day (All Governors)</li> <li>• Tuesday 25 March. 4.30 – 6.30pm. Main Board</li> <li>• Tuesday 10 June. 6.00 - 8.00pm. Governors Training &amp; Development Seminar (All Governors)</li> <li>• Tuesday 15 July. 4.30 – 6.30pm. Main Board</li> </ul> <p>The meeting entered a confidential session, closed to all but external governors and senior post holders. See Part C minutes.</p>

Approved as a correct record by the Board on 21 October 2024.