

**MINUTES OF THE MEETING OF THE CORPORATION
HELD ON THURSDAY 21 OCTOBER 2021, Room CG5W05, COLLEGE GREEN
6:00pm-8.00pm**

Corporation Members

Dan Amin
Lis Anderson
Tony Antonius
Andrea Arlidge
Alison Beckingham (until item 18)
Steve Bennett
Stephen Boardman
Jason Budd (until item 18)
Geoff Channon, via video link
Richard Harris (Chief Executive & Acting Principal)
Richard Gaunt
Sandra Gordon
Alice Gray (until item 18)
Tony Green (until item 18)
Keith Hutton, via video link
Peter Rilett
Shawn Smith
Zoe Taylor, via video link

Also in Attendance

Paul James, Vice Principal Curriculum & Quality
Joanne Ward, Vice Principal Corporate Services & External Relations, via video link
Liz Gorman, Acting Clerk to the Corporation
Marc Griffiths, UWE (observer) (until item 17), via video link

1	<u>APOLOGIES FOR ABSENCE</u>
1.1	The Chair welcomed Marc Griffiths to the meeting as an observer.
1.2	The Chair thanked Governors for undertaking recent Governance Reviews and for their valuable support through Learning Walks and Employer engagement.
1.2	<u>UPDATE ON MEMBERSHIP</u> <u>Student Governors</u> Governors Ratified the decision, by written resolution, for Jason Budd and Alice Gray to join the Corporation as Student Governors. The Chair welcomed Jason Budd and Alice Gray to their first Board meeting.
2	<u>DECLARATION OF INTERESTS</u>
2.1	There were no declarations of interests in any item on the agenda.
3	<u>MINUTES</u>
3a	<u>Minutes of the Meeting held on 19 July 2021</u> The minutes of the Meeting held on 19 July 2021 were confirmed as an accurate record and APPROVED.
4	<u>MATTERS ARISING FROM THE MINUTES</u>
a	Governors NOTED the Summary Report of Actions which were confirmed as complete or covered under the relevant agenda item.
b	<u>Standing Orders, Terms of Reference, Instrument and Articles</u>

	<p>Governors NOTED and agreed:</p> <ul style="list-style-type: none"> • Standing Orders or Instrument and Articles for 2021/22 – no changes proposed • the Terms of Reference for the Curriculum and Quality Committee significantly revised by its Chair • updated Terms of Reference for the board and all other Committees to reflect current Job Titles <p>Governors APPROVED the Terms of Reference for 2021/22 for the Board and its committees subject to agreed changes.</p> <p>ACTION: Acting Clerk to update relevant documents to capture agreed changes and publish</p>
c	<p><u>Register of Members Interests</u></p> <p>Governors NOTED the updated Register of Members Interests for 2021/22.</p>

POLICY AND STRATEGIC BUSINESS

5	<u>CHIEF EXECUTIVE AND ACTING PRINCIPAL'S REPORT</u>
5.1	CE&AP updated Governors on a serious incident off-site relating to a former, and current students. He outlined work being done by the college with both students and partners, including the police. Communication about the incident had been sent to all staff. The Strategic Leadership Team were considering any further actions to be taken regarding safeguarding, training and wider engagement with community groups. In response to a question from Governors, CE&AP confirmed that support had been offered to all staff.
5.2	CE&AP presented his report to the board. He highlighted: <ul style="list-style-type: none"> • continuing work to address underperforming departments • the very positive response to recent drop-in sessions and workshops with staff
5.3	Governors welcomed the positive changes that had and continued to take place including improved communication. The board discussed the move to greater transparency and the following points were made: <ul style="list-style-type: none"> • financial information/accounts are shared with staff at intervals • the possibility of publishing non-confidential papers from Strategic Leadership Team meetings was being explored • a careful balance to be struck to achieve transparency without compromising confidentiality where required and without placing undue pressure on staff
5.4	Governors enquired whether the range of plans being implemented could be brought together in a single plan that would be more accessible for both staff and students. CE&AP explained how the plans sat under aims within the Strategic Plan. He agreed that clarity about how these strategies and plans were interlinked was extremely important and was discussed by the Executive Team.
5.5	Student Governors requested more communication regarding extra-curricular activities and sustainability. CE&AP noted this request.
5.6	Governors requested a regular update on external partnership activities. ACTION: VPCS&ER to take forward.
5.7	CE&AP informed Governors that the FEC Commissioner visit remained a virtual one.

<p>5.8</p> <p>5.9</p> <p>5.10</p>	<p>CE&AP noted that apprenticeship numbers and engagement were increasing. He highlighted the benefits that could be realised through the Bristol Talent partnership but noted that this was not without risk, including the use of 'Bristol' branding. Governors suggested that the collaboration might be widened to other partners in future, to offer greater scale and an employer marketplace.</p> <p>CE&AP informed the board that HE recruitment numbers had fallen further below target. He highlighted that:</p> <ul style="list-style-type: none"> • the college's partnership with UWE would be central to the success of HE Strategy in future . • the Assistant Director FE and HE had recently resigned, having secured alternative employment and a new HE structure would be explored. <p>The board discussed the partnership with UWE further and the following points were made</p> <ul style="list-style-type: none"> • a mutually beneficial partnership providing progression opportunities for CoBC students • focus on South Bristol through the SBSA site • complementary areas of specialisation • care would be taken to ensure that boundaries were maintained as necessary
<p>6</p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p>	<p><u>DRAFT STRATEGIC PLAN INC UPDATE ON PARTNERSHIPS</u></p> <p>VPCS&ER presented an update to the board on the draft Strategic Plan.</p> <p>She reported that</p> <ul style="list-style-type: none"> • there had been good engagement from staff and students, including around the Mission, Vision and Values and staff had welcomed the opportunity to shape the Plan and focus on the future • the draft Plan had been disseminated widely and external consultation was positive and progressing well including with WECA, UWE, Bristol City Council / One City and Bristol University • relationships with key partners remained positive but some ambitions, including around Health Apprenticeships could only be realised once the College reaches Ofsted Good • the Plan will 'launch' end December / early January 2022 once approved by the Board. The aim is to launch alongside other key organisation in the city who are also refreshing their strategic plans/strategies <p>Governors thanked VPCS&ER for her work on the Plan.</p> <p><u>One City</u></p> <p>Governors considered the request for the college to join One City.</p> <p>VPCS&ER explained that One City was not part of Bristol City Council. Legal advice had been sought to consider any risks to the college as an exempt charity.</p> <p>Governors APPROVED the request to join in principle but requested further detail. ACTION: VPCS&ER to circulate further details to the board.</p>
<p>PERFORMANCE REVIEW / MONITORING:</p>	
<p>7</p> <p>7.1</p>	<p><u>CURRICULUM & QUALITY COMMITTEE REPORT INCLUDING TASK AND FINISH GROUP</u></p> <p>The Chair of the Curriculum and Quality Committee reported that there had been one meeting of the Committee to date this academic year on 27 September 21 and that the</p>

<p>7.2</p> <p>7.3</p> <p>7.3.1</p> <p>7.3.2</p>	<p>current focus were the Craft of Teaching and the Quality of Learner Experience. Means to alleviate any additional pressure that this focus placed on staff were being explored.</p> <p><u>Task and Finish Group</u> The Chair of Task and Finish Group reported back from the first meeting of the academic year, held on 22 September 21. The meeting had reviewed whether targets had been met during 20/21 in the three areas of focus:</p> <ul style="list-style-type: none"> • vocational progression had exceeded both targets and had good actions and monitoring in place for 21/22. Recommendation to return to 'business as usual' • work relating activity had been challenging during 20/21 as a result of the pandemic. Focus still required in some areas and monitoring would continue. • Apprenticeships would continue to be monitored as per the Terms of Reference of the group. • next meeting scheduled early November <p><u>HE Board</u> The Chair of HE board reported that the first meeting of the board held on 10 September 21 had considered:</p> <ul style="list-style-type: none"> • the purpose of CoBC's HE provision • how CoBC's HE offer was delivered and with which partners • moving to a single HE partner, UWE, who were extremely committed to social mobility <p>A 'bite size' learning offer was being explored, in partnership with UWE.</p> <p>An update on the HE Strategy, an annexe to the Strategic Plan, should be available at the December board meeting.</p>
<p>8</p> <p>8.1</p> <p>8.2</p> <p>8.3</p> <p>8.4</p>	<p><u>DRAFT SELF-ASSESSMENT REPORT INC PROVISIONAL QUALITY OUTTURN 20-21 ACHIEVEMENT AND QUALITY IMPROVEMENT PLAN</u></p> <p>VPC&Q presented the draft Self-Assessment Report and Quality Improvement Plan. He explained that the grades within the report were a summary based on judgements made at the end of July and that many of these would now have changed. The overall college grade would be determined by its lowest grade (Quality of Education). VPC&Q reported that the most significant challenge remained apprenticeships, however, a new Apprenticeship Quality Manager had recently been appointed and processes were being improved to ensure consistency, with 'on and off the job' an area of focus.</p> <p>Governors enquired how improvement would be evident and how quality of teaching would be monitored and evaluated. VPC&Q responded that</p> <ul style="list-style-type: none"> • improvements would be seen through the Curriculum and Quality Committee and through On Track Reporting • Quality of teaching would be monitored through Curriculum Reviews, Work Scrutiny, Lesson Observations, Quality Review Meetings, Learner Voice and tracking processes • the percentage of teaching that was good or better could be assessed through learning coaches and trained peers conducting lesson observations <p>The Staff Governor confirmed that Lesson Observations now felt supportive and encouraging.</p> <p>Governors enquired whether the Craft of Teaching extended to online teaching. VPC&Q explained that use of online learning was an individual department/staff decision. However,</p>

	<p>core should be face to face, which was preferred by 16-18 year olds. Adult learners' potential preference for online tuition had been noted.</p>
8.5	<p>In response to a question from Governors, VPC&Q stated that the pace of change was placing Heads of Department under pressure and that they would be encouraged to take a break during half-term.</p>
8.6	<p>Governors enquired whether poor performance could pass unnoticed. VPC&Q stated that Heads of Department were familiar with their teams of staff and had the data available in order to ask the right questions to assess performance.</p>
8.7	<p>Governors APPROVED the Self-Assessment Report and Quality Improvement Plan.</p>
9	<p><u>BUSINESS SERVICES COMMITTEE REPORT</u> The Chair of Business Services Committee reported that the meeting on 23 September 21 had</p> <ul style="list-style-type: none"> • reviewed the latest financial and enrolment positions • reviewed and recommended the Estates Strategy to the board for approval • received and noted the annual report on Cyber Security • continued to focus on HR as per FEC recommendations
10 a	<p><u>CONFIDENTIAL UNTIL PUBLICATION OF THE ANNUAL REPORT & ACCOUNTS</u> <u>FINANCIAL OUTTURN 2020-21 (UNAUDITED HEADLINES)</u> CE&AP presented the Financial Outturn 2020-21 (Unaudited Headlines) In response to an enquiry from Governors, CE&AP explained that Davy House was unlikely to be a recognised disposal for 2020/21, however the aim was for it to be recognised as such during 21/22. The college would be required to make a case for mitigation to WECA to avoid clawback on under-delivery. Governors queried why WECA's position should be different to that of the ESFA.</p> <p>Governors noted and APPROVED the Financial Outturn 2020-21 (Unaudited Headlines)</p>
b	<p><u>AUDIT COMMITTEE REPORT</u> The Chair of the Audit Committee reported that:</p>
b.1	<p><u>Internal Audit</u></p> <ul style="list-style-type: none"> • the committee had met and agreed the Internal Audit Plan to 2022 • Bishop Fleming, new Internal Auditors, had been appointed part way through the plan • the draft Internal Audit Report for year ended July 21 was due to be formally signed off with the finding 'reasonable and effective' which was one of the highest ratings available
b.2	<p><u>External Audit</u></p> <ul style="list-style-type: none"> • was progressing well • Covenants had been revised and had not been breached • a clean Audit Report expected
c	<p><u>STUDENT UNION FINANCES FOR 2020/21</u> Governors APPROVED the Student Union finances for the prior year (2020/21).</p> <p>Student Governors highlighted the fact that awareness of the Student Union was not particularly high and that a small amount of finance could offer big returns. CE&AP explained that there would be a focus on student enrichment in all its forms during the 21/22</p>

	<p>academic year and that there would be a budget for this and to raise the profile of the Student Union.</p> <p>ACTION: CE&AP to take forward.</p>
d	<p><u>BUDGET 2021-22 UPDATE</u></p> <p>CE&AP presented the budget update, noting that whilst some contingency had been used due to under-recruitment to HE, the budget was still likely to be met. A pay award of 1% had initially been factored into the budget, to be met through savings efficiencies. A revised proposal would be considered under Agenda Item 18.</p>
e	<p><u>CONFIDENTIAL UNTIL PUBLISHED</u> <u>EARLY ENROLMENT POSITION</u></p> <p>This item is recorded as a confidential minute.</p>
f	<p><u>LATEST MONTHLY MANAGEMENT ACCOUNTS</u></p> <p>CE&AP presented these to the board, noting that they were as anticipated. Savings were not yet reflected.</p> <p>Governors APPROVED the monthly management accounts.</p>
GOVERNANCE	
11	<p><u>DRAFT CORPORATION REVIEW OF OWN PERFORMANCE FOR 2020/21</u></p> <p>Governors noted that the working draft review of Corporation performance for 2020/21 would be updated following the conclusion of 1:1s with the Chair and the Strategic Seminar scheduled for November.</p> <p>ACTION: All to feedback additional comments to the Chair / Acting Clerk as appropriate ahead of the review returning to the December Meeting.</p> <p>ACTION: Acting Clerk to add any additional content and report back to the December Main Board.</p>
12	<p><u>ANNUAL REPORT OF THE SEARCH & GOVERNANCE COMMITTEE</u></p> <p>Governors NOTED the annual report of the Search & Governance Committee.</p>
POLICIES & REPORTS (recommended for approval by relevant committees)	
13a	<p>Annual Safeguarding Report 20/21</p> <p>Governors APPROVED the Report following recommendation from the C&Q Committee Meeting of 27 September 2021.</p>
b	<p>Prevent Risk Assessment</p> <p>Governors noted and APPROVED the Risk Assessment following recommendation from the C&Q Committee Meeting of 27 September 2021.</p>
c	<p>Safeguarding Policy 2021/22</p> <p>Governors APPROVED the Safeguarding Policy following recommendation from the C&Q Committee Meeting of 27 September 2021.</p> <p>ACTION: Acting Clerk to publish on website/sharepoint as appropriate.</p>

14	<p>Equality, Diversity and Inclusion Policy Governors APPROVED the Equality, Diversity and Inclusion Policy following recommendation from the C&Q Committee Meeting of 27 September 2021. ACTION: Acting Clerk to publish on website/sharepoint as appropriate.</p>
15	<p>Positive Handling Policy Governors APPROVED the Positive Handline Policy following recommendation from the C&Q Committee Meeting of 21 June 2021. ACTION: Acting Clerk to publish on website/sharepoint as appropriate.</p>
ANY OTHER BUSINESS	
16	<p>ESTATES STRATEGY AND CAPITAL TRANSFORMATION BID Governors APPROVED the Interim Estates Strategy following recommendation from the Business Services Committee meeting of 23 September 2021.</p>
17	<p>Appointment of new Corporation Member Governors APPROVED the appointment of Marc Griffiths as an external member to join ahead of the next Board Meeting ACTION: Acting Clerk to undertake due diligence as required, confirm appointment and plan induction</p>
18	<p><u>CONFIDENTAL</u> Pay Award</p> <p>This item is recorded as a confidential minute.</p>

	<p><u>CLOSE</u></p> <p>There being no further business the Chair thanked members for attending and closed the meeting at 8:21pm</p>

Liz Gorman
Acting Clerk to the Corporation

Signed as a correct record on (Date)

..... (Chair)