

Minutes of the Corporation Meeting Held at 4.30pm on 10 October 2023

Present: Shahalam Ali, Prue Amner, Huw Chapman, Mark Cooper, Ashley Cullen, Alex Dartmouth (Teams until 6pm), Graham Goddard, Tim Jackson, Anne Murphy, Shirley Nellthorpe, Rob Nitsch (Chair), Katy Quinn (Principal & CEO), Liz Rix, & Pauline Tiller.

Apologies: Liz Bryne, Lyndsey Mason (staff governor) & Mike Stoneham

In Attendance: Mickiela Blake Director of People Strategy & Organisational Development (Minutes 206 – 219)
Chris Caddamy VP Information Services (Minutes 206 – 219)
Matt Phelps Deputy CEO & Principal Curriculum & Quality
Paola Schweitzer Director of Governance
Maria Vetrone COO

Minutes

206 Chair's Introduction

Rob welcomed everyone to the meeting, noting that there were some key issues on the agenda including in the closed section.

207 Attendance and Participation

Liz Byrne, Mark Cooper, Lyndsey Mason and Mike Stoneham sent their apologies.

208 Declarations of Interest

There were no declarations of interest.

209 Matters for Decision

The minutes from the meeting held on 25 July 2023 were **Agreed** as a correct record.

210 Matters Arising

Governors **Noted** that most matters arising had been completed.

Minute 175: Strategic Risk Register: Matt confirmed that information would be circulated to governors shortly before the Ofsted monitoring visit took place.

Minute 178: Link Governor Scheme: The scheme would be discussed by Search & Governance Committee. Liz and Anne did not need sponsors.

Minute 179: External Governance Review: The project brief had been circulated.

211 Management Accounts: July 2023 (paper 463/23/C)

The management accounts included full year actuals as at 31 July 2023 and indicated an operating deficit of £783k (favourable to budget by £95k). The forecast final outturn

indicated an operating deficit of £785k (much improved since May 2023 when the forecast operating deficit was £1,157k) and the total forecast final outturn income was adverse to budget by £936k. Total forecast final outturn pay and non-pay expenditure was favourable to budget by £742k and £286k respectively. There were 72 cash days as at 31 July 2023. The College was forecasting *Good* financial health for the 2022/23 financial statements and confirming *Good* actual financial health as at 31 July 2023. No material variances were expected in the 2022/23 financial statements from the forecast final outturn position in the July 2023 accounts other than for FR102 LGPS. Katy noted that whilst the outturn was good, profitability and cash were still too low and the possibility of in year growth funding would be discussed within this context with the DfE. Governors welcomed the College's significantly improved financial situation, congratulated the staff and **Noted** the management accounts: July 2023.

212 Results Update (paper 464/23/C)

The report outlined results for Level 3, A Level and GCSE provision as published in August 2023 which indicated that, except for GCSEs, pass rates had improved. Early indications for overarching achievement rates were improvements in 16-18 and adult achievement, placing the College around the national average for the first time since merger. Progress had been made with apprenticeships, but work remained. Huw asked if the College had dropped its A Level entry level criteria to accommodate lower GCSE results. Matt stated the College operated an inclusive and flexible model and so was able to offer a study programme to all learners. Matt confirmed that improved A Level results meant increased progression to higher education (HE), including the University of Portsmouth and the College would seek to improve this further. In response to a question, Katy summarised that the results represented progress and were reflective of the College's journey but further improvements were needed. She noted that as important as results were, *value added* measuring a students' progress was a more meaningful way of measuring success. Governors welcomed the College's improved performance, thanked the staff, confirmed their commitment to the achievement of above average results and **Noted** the results update.

213 Enrolment Update (paper 465/23/C)

To date 3265 16-19 students had enrolled, above the 3160 curriculum planning target. The spikey GCSE profile had impacted the curriculum; many students had either changed their course options or enrolled in a different level course and there were an additional 440 Maths and English GCSE enrolments. Provision would be reviewed, particularly in areas where there had been under recruitment, through the curriculum planning process to ensure that the College had the right offer. T Level recruitment reflected the sector trends. Matt underlined the importance of the College aligning intent with local need and working with schools. In response to a question, Chris expressed confidence that the College would meet its curriculum planning target of 3166 students at census date. Governors welcomed the progress and **Noted** the enrolment update.

214 Corporate Dashboard (paper 466/23/C)

The dashboard was a top-level tool providing a progress update against the strategic plan's KPIs. The purpose of the report was to confirm the final position of the 2022/23 KPIs and progress against the 2021/22 baseline, and to propose KPIs for 2023/24.

Positive progress has been made in 73.7% of the KPIs, with nearly 50% having been achieved. Good progress had been made in areas including student destination outcomes and demonstrable improvements to the College's financial position. Areas requiring further improvement included management of the apprenticeship journey and supporting processes and development of an employer/stakeholder engagement plan. Governors discussed each of the strategic objectives:

Strategic objective 1: Inspirational, aspirational and inclusive place to work and learn: This objective required further work. Governors suggested using a stepped target to indicate the College's journey and using staff disclosure and external accreditation (with an exit strategy) to measure diversity and inclusivity.

Strategic objective 2: Responsive and relevant curriculum offer: There was a discussion about distinguishing between work placements/experience and developing employability skills. Governors agreed HE KPI should be widened to include level 4 and above but it would be helpful to maintain differentiation of provision.

Strategic objective 3: high quality teaching, learning and assessment: There was agreement that there should be an attendance target (aggregated from course level). One governor suggested the inclusion of an e-learning KPI.

Strategic objective 4: trusted partner for the communities we serve: Governors recognised that the College's activity with schools would ease as relationships matured. There was a suggestion that the employer partner KPI be widened to include all stakeholders. Shirley suggested the College plan for the high number of children with EHCPs coming through the system in Hampshire.

Strategic objective 5: stabilised and sustainable finances: Although the College had not met its ambitious benchmark for apprenticeship provision, there had been improvements. Katy noted that student growth in 2023/24 was likely to plateau at some point. This would be addressed in the five year finance strategy.

Rob asked that each strategic objective reference the relevant underpinning strategies and where they were being updated in the light of emerging developments, and summarised that Corporation endorsed a step target approach in most areas. One governor suggested an annual refresh of the objectives to ensure they were in line with policy changes. Governors **Noted** the outturn position for 2022/23, proposed new additions/amendments to the dashboard and **Agreed** the proposed KPIs for 2023/24. Governors also **Agreed** to explore solutions to a number of challenges, including growth versus quality, HE, staff, eLearning and the employer engagement strategy, at the Board Strategy Day on 29 January 2024.

215 Search & Governance Committee Update (paper 467/23/C)

Corporation **Noted** the Search & Governance Committee minutes from 18 September 2023 and **Agreed** the following Committee membership changes:

- Huw Chapman and Anne Murphy join S&G Committee
- Liz Rix join Remuneration Committee
- Mike Stoneman step down from E&S Committee
- Prue Amner to step down from S&G Committee
- Tim Jackson to step down from S&G and Remuneration Committees
- Graham Goddard to step down from Audit and join F&R Committee.

Corporation **Noted** that whilst Liz Bryne would continue to be a governor, she would not be a Committee member at the current time due to work commitments.

216 Audit Committee Update (paper 468/23/C)

Corporation **Noted** the Audit Committee minutes from 26 September 2023, strategic risk register and health & safety annual report 2022/23 and **Agreed** the Regularity Self-Assessment Questionnaire.

217 Finance & Resources Committee Update (paper 469/23/C)

Corporation **Noted** the Finance & Resources Committee minutes from 02 October 2023, 2023/24 pay award principles and 2022/23 statutory settlement payments and **Agreed** the Health & Safety Policy.

218 Learning & Quality Committee Update (paper 470/23/C)

Corporation **Noted** the Learning & Quality Committee minutes from 04 October 2023 and **Agreed** the Safeguarding Adults & Children & Young People Annual Report.

219 People Update (paper 471/23/C)

Due to time constraints Mickiela was not able to give her presentation (slides would be circulated following the meeting) but instead gave a brief overview stating that work was required to flesh out the people strategy and identify targets. The focus for activity would be the College culture, training (particularly within the context of the new management structure), updating policy and procedures and the framework for pay and conditions. The pay principles discussed at Finance & Resources Committee would guide this work and recommendations for a 2023/24 pay award would be brought to an additional Corporation meeting in November.

Mickiela noted that low staff satisfaction was to be expected following a merger and restructure but things were starting to stabilise and that this period was finite. Anne welcomed the improving culture and the senior team's hard work, asking how much time staff spent with senior leaders to see how hard they were working to effect change. Katy responded it was a challenge to be visible across four campuses and she hoped that in time staff would see that Vice-Principals were be able to fill this leadership role. Finance & Resources Committee would receive updates on the people strategy and Rob asked that all governors have the opportunity for discussion.

Chris and Mickiela left the meeting.

Minute 220 was confidential

The meeting ended at 7pm.