

**MEETING OF THE FULL CORPORATION
OF FAREHAM COLLEGE**

29 June 2021

M I N U T E S

As a result of the COVID-19 Pandemic this meeting was held via teleconference using Microsoft Teams

Present:

| | |
|-----------------------|-------------------------|
| Kevin Briscoe (Chair) | Sophie Burgess |
| Emma Champion | Ian Harris |
| Mark Hoban | Andrew Kaye (Principal) |
| Tanya Richardson | Karen Shreves |
| Adam Spires | Chris Thomas |
| Pauline Tilt | Andy Wannell |
| Karen Wood | |

In attendance:

Christian Allen-Kotze (Deputy Principal Curriculum, Quality and Innovation)
Richard Bryant (Deputy Principal Finance & Resource)
Sarah Carruthers (Director People & Culture)
Georgina Flood (Head of Governance)
Anoushka Ottley (Managing Director, Business Plus)

This meeting was preceded by a confidential deep dive session which is subject to a separate minute

20/21 Item 1: Apologies for absence

No apologies for absence were received.

The Chair informed members that Governor Bryan Newton had resigned.

21/21 Item 2: Declaration of Interests

Members were reminded of the need to declare any personal or financial interest in any items of business to be considered during the meeting. No interests were declared.

22/21 Item 3i Minutes of the meeting held on 30 March 2021.

The Corporation reviewed and agreed that the minutes of the meeting held on the 30 March 2021 were a true and accurate record.

23/21 Item 3ii: Ratification of between meeting decisions

The Corporation ratified the decision made between meetings (via written resolutions on 20 May 2021) to submit a Strategic Development Fund bid as Lead College.

24/21 Item 3ii: Correspondence: EFSA letter 19 May 2021: Finance Assessment/Governor's Dashboard

The Principal provided an overview of a letter received from the EFSA outlining the College's finance assessment for 2021-22 and the related dashboard of benchmark information. The Corporation noted the financial health scores as Good for 2019/20 (the outturn year), and Outstanding for 2020/21 (the current budget year).

25/21 Item 4: Link Governor Feedback

The Chair asked members to note the feedback from previous term Link Governor Participation. Governors were reminded of the importance of these roles and encouraged to continue to build relationships with staff.

It was noted that Link Governor involvement would be renewed with the new academic year and that should members have specific interests or requests for areas of work, to inform the HG.

The Corporation noted the feedback from Link Governors

26/21 Item 05i: Principal's Summer Term report June 2021.

The Principal provided an overview of his report commenting on sector issues, local and national perspective as well as headline College Performance.

Q. A member requested the Principal provided more information about his 'challenges on capacity'

A. The Principal confirmed this was of course a 'nice problem to have' but the increased student numbers combined with lagged funding (there is little opportunity during the year to increase funding) means that there is increased pressure on staffing and staff costs. In terms of physical capacity, we have potential 'space' issues mainly in workshop areas e.g. brickwork, carpentry and plumbing as well as to some degree over at CEMAST (expansions (if approved) will not complete until Jan 22). We intend to work hard via 'clever' timetabling to make best use of space.

Q. A member noted that we have traditionally had issues with staffing over at CEMAST, particularly over at CEMAST. Are we confident we have this resolved?

A. The Principal confirmed that the CEMAST workforce is currently very stable with no HR issues. There are vacancy issues due to growth (not leavers) with some specific posts a concern to fill (e.g. Motorsport lead) As often discussed we continue to look at alternative advertising/additional supplements to make these posts attractive. More widely we're looking at reducing teaching hours to help with retention and a staff salary enhancement for specialist subjects. We have applied for a FE Development grant and have access to ETF 'supernumery' funding to help support these initiatives.

Q. A member queried if there is a strain on the CEMAST teaching staff filling gaps and the additional workload of T levels, do we need to think about our offer and whether its sustainable going forward?

A. The Principal confirmed we have had some issues with staff workload e.g. CEMAST Director Dave Richardson taking over the Motorsport role is not sustainable long term. Staff satisfaction is good, leadership is strong and turnover has improved. Staff know we are trying to mitigate their workload but we're aware of the expectations we have and may need to continue to make. DPCQI informed members we can't get away from the fact we will find it difficult to match the staffing needs we have/will continue to have at CEMAST/CETC and in Digital areas. Working with employers and industry we essentially need to create a hybrid role of half teaching/half technical and we need to look at salaries, attractiveness of these posts to those in industry. Whilst rationalization of programme is a consideration, we are keen to retain our involvement in those dynamic/cutting edge areas.

A member noted that their workplace (a university) had secured a number of high-profile industry members by looking at part time and hybrid roles. They went on to note that Associate Lecturers are often looking for more hours suggesting that DPCQI contact both Solent and Portsmouth universities in respect of sourcing their contacts of lecturers. Another member suggested the way we advertise these roles is key. Could we focus on securing people as 'associates' rather than 9-5 full time lecturer roles, e.g. other ways to 'casting the net' more widely and make the roles more flexible.

Members of the Corporation reviewed and noted the contents of the Principal's Summer term report June 2021.

27/21 Item 05ii and 05iii: KPI/Strategic and Quality Improvement Plan

The Principal suggested that the Corporation consider Item 05i (KPI's) and 05ii (Strategic Quality Improvement

Plan (SQIP) simultaneously. Members were reminded that the KPI reports provides an easy RAG guide to areas of the business for Corporation focus, with the detail of each specific area covered in the SQIP.

Due to the confidential nature of the contents of the paper and the related discussions, this item is recorded as a separate confidential minute for Governors only.

The Corporation noted the report

28/21 Item 05iv: Vision and Strategy 2020+

The Principal presented the revised Vision and Strategy 2020+ document which was subject to minor change as a result of feedback from the recent Strategic Planning session. Members were informed that the suggestion to give me more time to this exercise had been noted and a more in-depth 'root and branch' analysis of the vision/strategy will be scheduled for a full day workshop during 2022.

The Corporation approved the revised Vision and Strategy 2020+

29/21 Item 06i: Chair of TSCQ report

Members received a report from the Chair of the Teaching, Students, Curriculum & Quality Committee providing an overview of the key decisions made and discussions held at its meeting on 26 May 2021.

The Corporation noted the report.

30/21 Item 06ii: Curriculum, Quality and Innovation Update Summer 2021

The Corporation received a report from the DPCQI providing an overview of all key aspects of curriculum, quality and student related improvements. Members were asked to note the distance travelled, work achieved as well as to challenge and seek assurance for those areas of amber or red (as detailed in the report)

- Teacher/centre assessed grades process is robust and delivered well, a number of grade reviews requested (expected), results due August
- Attendance really positive at 89.6% - Areas for improvement in Level 1 and 19+
- Achievement – notable areas for improvement in respect of apprenticeships (as per deep dive)
- Exceptional work of the safeguarding teams to keep those vulnerable students in attendance and achieving e.g. 97.9% retention is extremely positive
- FT Applications over 1900, evidence of new feeder schools suggest marketing is working
- Capacity challenges (but a good position to be in)

Q. A member queried in respect of apprenticeship achievement /timely rates is there a particular course to 'blame' or is it more generalised?

A. DPCQI noted is mainly focussed on engineering courses, COVID furlough has affected some students but on wider level we're keen to understand the story behind the numbers. The Principal suggested of note a historical engineering course (est. 2018) combined with a work-based Level 4 management programme have notably affected 'timely' achievement figures.

The Corporation noted the report.

31/21 Item 07i: Chair's report from the Finance & Resources Committee

Members received a report from the Chair of the Finance & Resources Committee providing an overview of the key decisions made and discussions held at its last meeting on 9 June 2021. Due to the confidential nature of the contents of the paper and the related discussions, this item is recorded as a separate confidential minute for Governors only.

The Corporation noted the report.

32/21 Item 07ii: Management Accounts to 31 May 2021

Members of the Corporation received a confidential paper on the Management Accounts at 31 May 2021. Due to the confidential nature of the contents of the paper and the related discussions, this item is recorded as a separate confidential minute for Governors only.

Members of the Board reviewed the contents of the paper and noted the Management Accounts as at 31 May 2021.

33/21 Item 07iii: Budget 2021-22 including 3-year plan.

The DP F&R provided high level details of the suggested budget. Due to the confidential nature of the contents of the paper and the related discussions, this item is recorded as a separate confidential minute for Governors only.

Members of the Corporation reviewed and approved the Budget 2021-22 including 3-yr plan.

34/21 Item 07iv: Capital Projects Update

The DP F&R provided the Corporation with an overview of current capital building projects. Due to the confidential nature of the contents of the paper and the related discussions, this item is recorded as a separate confidential minute for Governors only.

Members of the Corporation reviewed and noted the progress and budget adherence for Capital Projects. Members of the Corporation approved the recommended capital budget.

35/21 Item 07v: People and Culture update including Pay Review.

The Director of People and Culture provided a brief overview to the termly people and culture update circulated in advance.

- Sickness absence remains low, as does the impact of COVID which is positive.
- Only 1 person remains on furlough (and will likely remain until the furlough deadline in October 2021)
- The average annual turnover rate has increased marginally to 20%. (December to April stable at 18%)
- Minor staff disciplinary issues with 2 being dealt with informally, and one grievance outstanding.
- W/c 24th May 2021 the College entered formal consultation with Trade Unions and staff members for purposes of organisational change. 5 post have been made redundant.
- Our number of vacancies have slowed since March 2021 and there has been a slight increase of internal appointments, three of which have been promotions.
- A staff survey specifically on Contractual Pay and Benefits took place during April which was generally very positive (70% of staff felt their pay/benefits was fair for their role)

Members were reminded of earlier discussions to defer the 2020-21 annual pay award from both the Autumn and Spring Term meetings. It was noted the financial situation/effect of COVID were considered sufficiently stable to enable a final recommendation to be made. To this end, the Corporation were asked to approve the Finance and Resources Committee recommendation of a 1% increase to all eligible staff with effect from 1 August 2021. All agreed. The Principal also suggested the timing of the annual pay review is moved to the Summer Term on a permanent basis since a later review gives better likelihood for financial variables to be known. All agreed.

Mark Hoban left the meeting at 18.57.

The Corporation APPROVED the recommended pay increase of 1% with effect from the 1 August 2021. The Corporation APPROVED the change of the annual pay award review to the Summer Term on a

permanent basis.

36/21 Item 08i: Chair's report from the Audit Committee

Members received a report from the Chair of the Audit Committee providing an overview of the key decisions made and discussions held at its last meeting on 15 June 2021.

The Corporation noted the report.

37/21 Item 08ii: Termly report on Risk Register including Risk Appetite Statement for 2021-22

The DP F&R provided an overview to the College risk register providing noting increasing risks; (SR 12 Difficulty in Recruiting Staff, Residual Risk Medium 12) attracting applicants to roles in STEM subjects remains a challenge, this is an issue across FE. We are continuing to review our pay structures and working with employers to look to source staff and fill vacancies.

Decreasing Risks include (SR 2 Student Wellbeing, Residual Risk Medium 6) the College provides a comprehensive student wellbeing service and the triage system allows students with high requirements to be prioritised quickly. (SR 5 Pandemic Response, Residual Risk Medium 6) the College continues to follow the Government Roadmap guidance and the number of cases in College remains low, (SR 17 Risk to Business Plus Delivery, Residual Risk 12) the original risk was focussed on the risk to delivery as a result of the effects of COVID however the risk was broadened to include staff recruitment, apprentice enrolment and tracking as these areas also affect the performance of Business Plus.

The DP F&R went on to note the required approval of the proposed Risk Appetite statement for 2021-22. Members were reminded 'appetite' is considered by SLT, and the Audit Committee independently then calibrated by the Audit Committee for recommendation to the Corporation. DP F&R noted a single point of debate in respect of appetite scoring for 'reputation' with SLT suggesting 'cautious' and the Audit Committee 'minimalist'. Members were informed both appetites are generally conservative however 'cautious' does provide some scope for low level residual risk which minimalist does not – to this end, the appetite for reputation has remained 'cautious'. Members agreed.

Members of the Committee reviewed and noted the Risk Register

The Corporation reviewed and approved the College's Risk Appetite Statement.

38/21 Item 08v: Termly report on Health and Safety

Members of the Committee received a Health and Safety Report providing a termly review. The DP F&R spoke to the paper and advised members that the report provided an overview of all key areas.

Q. A member queried if the College were concerned about the lack of reported 'near misses' in a College with such practical and hands on training?

A. DPF&R confirmed yes, we are aware we'd like to see more, it's an ongoing project to raise the profile and importance of reporting from all staff.

Members discussed the value in raising the awareness of the need to flag potential issues/record all 'near misses' and agreed this is a widely shared issue not just in this sector.

Members of the Committee reviewed and noted the contents of the Termly Health and Safety Report

39/21 Item 09i: Membership Issues and Report of the Search Committee

HG provided an overview to this report noting that there were no material items of note.

The Corporation noted the report.

40/21 Item 09ii: Regulatory Return report

HG introduced this report reminding members this provided assurance of the College's adherence to funding

and regulations requirements for the Summer term. There were no additional items of note.

The Corporation noted the report.

42/21 Item 09iii: Annual report on the use of the seal

HG informed members that there is a legal requirement for the Corporation to receive an annual report detailing the occasions on which the Seal of the Corporation has been used. It was noted that the seal had been used four times during the last year (26th June 2019 – 30 June 2020).

The Corporation received and approved the annual use of the seal report for the period June 2020-June 2021

43/21 Item 09iv: Annual Committee Effectiveness including annual review of Terms of Reference

HG reminded members that each Committee had reviewed its own performance against the Code of Good Governance (COGG), and their individual terms of reference. Around eight items of COGG good practice have been noted and endorsed by Committees which will be added to an action plan for SEARCH Committee overview. HG continued that all Committees had also reviewed their Terms of Reference (ToR) of notable change was the introduction of financial delegations without Corporation approval (£5k for TSCQ and Search £10k for Audit and up to £500k for Finance & Resources). All agreed.

The Corporation received the report and;

- noted the Committee Effectiveness review and suggested action plan
- approved all Committee Terms of Reference

44/21 Item 10i-10iii: Policies and Strategies

The Corporation reviewed and approved the following policies;

Pay and Benefits policy recommended by F&R

Flexible working policy recommended by F&R

Governors Code of Conduct

45/21 Item 11: Any other business

The Chair took the opportunity to thank all Governors and staff for their contributions for this year. Students members contributions were especially noted and all members wished Student member Sophie Burgess good luck with her future endeavors.

The main section of the meeting ended at 19.18



SIGNED:

DATE: 19.10.21