

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

19 October 2021

**M I N U T E S**

**Present:**

Kevin Briscoe (Chair)	Emma Champion
Ian Harris	Mark Hoban
Andrew Kaye (Principal)	Paul Marchbank
Tanya Richardson	Karen Shreves
Chris Thomas	Andy Wannell
Karen Wood	

**In attendance:**

Christian Allen-Kotze (Deputy Principal Curriculum, Quality and Innovation)  
Ellie Andrews (Executive Assistant – acting as Clerk to the meeting)  
Richard Bryant (Deputy Principal Finance & Resource)  
Sarah Carruthers (Director People & Culture)  
Anoushka Ottley (Managing Director, Business Plus)

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

**46/21 Item 1: Apologies for absence**

Apologies for absence were received from Pauline Tilt, Adam Spires and Georgina Flood.

**47/21 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.

**48/21 Item 3i Minutes of the meeting held on 1 July 2021**

The Corporation reviewed and agreed that the minutes of the meeting held on the 1 July 2021 were a true and accurate record.

**49/21 Item 3ii Confidential Minutes of the meeting held on 1 July 2021**

The Corporation reviewed the minutes of the meeting held on the 1 July 2021. IH noted his attendance at this meeting had not been noted. It was agreed subject to correction of this omission, the minutes were a true and accurate record.

**ACTION: Confidential minutes of meeting held on 1 July 2021 to be updated to include IH attendance.**

**50/21 Item 4: Chairs Report & Items of Focus**

The Chair provided a verbal update of items completed over the summer break, Members were asked to note the development of agenda for this meeting (and the Autumn Committees) as a result of the Board review. Members were also asked to note additional questions posed by the Principal within his report and the use of a new 'dashboard' for the presentation of the management accounts. Feedback from Governors about the new format is welcomed on an ongoing basis.

**51/21 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.

Members discussed COVID numbers for this academic year and queried if this was having an impact on teaching (noting schools had been particularly affected). DPCQI confirmed that we may see a spike over the winter to date this hasn't impacted teaching and learning. Digital resources are strong and flexible with staff covering. Students are keen to be back on campus. There are public health thresholds to initiate measures (5%), however for the time being we are continuing to track and monitor cases.

Members went on to discuss vaccinations, noting that locally there has been an 80% take up rate. The Principal confirmed that whilst we don't hold student body data in respect of vaccination, he felt there was no reason not to assume similar take up. The College offered its premises as a pop-up vaccine station (which was not taken up). On a general basis, sickness rates are increasing with the run down towards Half Term. Flu jabs have been offered to all staff with a good uptake.

Members discussed the phasing out BTECs to replace T Levels, student pipeline and the awareness of schools more generally of the timeline. The Principal confirmed that there is a policy shift toward T levels and Apprenticeship (rather than BTEC) alongside A Levels with the curriculum timeline being considered for next 4-5 years. It was noted there are still some issues with sourcing work experience for T level's as well as them being considered as a relevant pre-cursor qualification for Higher Education (HE). We are working hard with schools and local universities to raise awareness of T Levels.

A member noted that high margin courses e.g. engineering offer increased financial resilience. In terms of appealing to the private sector market what alternative options are we able to offer prospective candidates outside of golden 'hellos'/additional financial incentives e.g. flexibility balance and working from home etc. The Principal confirmed that we offer as much flexibility as reasonable but e.g. working from home as a FT lecturer is just not possible. DPCQI noted that we are looking into hybrid models of employers teaching and upskilling/technical qualifications.

A member queried the mutual value of the Hampshire Chamber of Commerce being sited at the BRC campus. The Principal confirmed that whilst there are obvious economies of scale in sharing a building and office set up for the Chamber, more widely this would be a mutual collaboration to develop networks, contacts within local businesses and the mutual promotion of apprenticeships and traineeships in the region.

Q. Members queried if the Principal and SLT felt confident in light of the KPMG assurance audit and if there were any concerns about sanctions and any resulting negative PR?

A. The Principal confirmed that yes, there was naturally some anxiety. We acknowledge in some places the paperwork has not been completed as it should have been. Whilst funding rules are hard and overly complicated we absolutely recognize that there are aspects we could have done better. In terms of sanctions the worst-case scenario is that funding is withdrawn and this has an impact on our financial viability. In the short term we have an informal meeting with the EFSA on 9 November but will otherwise await results of the KPMG audit. Reputationally, yes this could absolutely jeopardize the College but we've had honest and open conversations with the ESFA, applied as much resources as we can, and we're in a significantly better position than previously.

Q. A member confirmed that they felt reassured that the seriousness of the issue has always been taken seriously and was confident the College has done all it can to put things in place to improve. They went onto query when the College might know the final position?

A. The DPF&R confirmed that KPMG commence work on 1st November and we have 2 weeks to provide data, KPMG will audit 30 learners from each sample, if there is an error they will sample the full area. This takes us to end of Nov, then we will receive a response. Ideally, we will have an early indication in advance of the Finance

and Resources Committee being held on the 24 November 2021. Members were forewarned however, that subject to any sanctions that may involve claw back the statutory accounts (due to be filed by 31 December 2021) may be subject to an extension into January. Members will be kept informed.

Q.A member noted the original funding agreement attached to CEMAST and queried if a lack of delivery in respect of enrolment figures/timely rates will result in a requirement to payback any funding. He went on to ask for a general sense of how employers are responding?

A. DPQCI confirmed that more realistic targets have been re-negotiated with the LEP as a result of COVID and we have an additional year to meet requirements. Employers remain 100% committed to CETC but it's a difficult market with at least two of the original investors ceased trading. Our focus will remain on retention, quality and student experience.

Q. Members discussed the Governments position on apprenticeships and queried if there was sufficient awareness of the difficulties to recruit teaching staff?

A. The Principal agreed that yes, there is much discussion in the sector noting the increasing pressure on pay and the difficulty to either recruit or upskill staff. DPCQI confirmed that despite these difficulties, the narrative with employers is good, they enjoy working with students and there are some great success stories.

#### **52/21 Item 05ii: Key Performance Indicators (KPI) - set for 2021-22**

The Principal provided an overview for this KPI report asking members to provide feedback on their use for the academic year ahead e.g. are they the correct KPI's, do the targets feel sufficiently challenging ?

The Chair requested IH provide his view on the H&S measure. IH confirmed we need to make this more specific to 'near miss' reporting – e.g. target around the ratio of near miss to accidents would be useful.

All agreed to a revised target of 10:1 near miss reports to accidents.

**ACTION: H&S KPI target to be set as ratio 10:1 of near miss reporting to reported accidents**

Members discussed whether the KPI's suitably reflect the challenges and actions we are taking, i.e. is there enough here to enable the Corporation to know where to challenge?

The Principal confirmed he felt this was a board and balanced reflection of the work we do, but there's lots of other data/information the College measures if Governors would like to change items?

A member noted it was important to accept this was a 'snapshot' of a point in time, and felt those KPI's suggested would be sufficient to show where attention is needed. Members went on to discuss the possibility of reducing the number of KPI's.

**Members reviewed the proposed KPI's and targets for 2021-22 and subject to the addition of the suggested H&S target approved them both for the academic year ahead.**

#### **53/21 Item 05iii: Enrolment Process 2021-22 & early outcome indications for 2020-21**

The DPCQI provided a PowerPoint presentation of the headline enrolment situation and early indications for 2021-21.

It was noted that whilst achievement outcomes for 16-18 average (prior to lockdown), were above average, the impact of functional skills has been significant resulting in 16 – 18 at 87.4% and 19+ 76.5%.

Members noted their keenness to review this performance in comparison to other Colleges. The Principal

confirmed that after the final data submission this week, we may be able to report national averages to TSCQ (meeting 18 November 2021).

DPCQI reassured members that the College is consistently achieving 90% on 16-18 programmes with 19+ remains an area for improvement. As members may anticipate, Apprenticeships are likely to be graded as 'requires improvement' during the internal Self-Assessment Review (SAR) due to concerns around wider Business Plus processes. Traineeships, performed better than 2019/20 with an overall attendance rate of 89.6%, that said this will also likely 'require improvement' in respect of the SAR.

FT Enrolment 1600, lower than target of 1650. Seeing growth in specialist subject areas where we are struggling for staffing. PT enrolment is 336 (with some good scope to run shorter programmes in year) HE enrolment is 148. T level enrolment of 119 - good links being made with local employers and scope for us to grow, positive ongoing engagement. Over time we will be looking at how to decrease our vocational offer to increase our T Level offer.

Members were informed in summary that for 2020-21 key strengths are:

- achievement rates
- HE achieving 100%
- quality of teaching & learning remains high,
- robust attendance and safeguarding processes.

Key areas for improvement include;

- Quality of Apprenticeship provision
- 19+ retention and achievement
- HE growth and development in key areas
- T Level Development Wave 3.

Q. The Chair noted that it is clear the pandemic has skewed figures, what are we doing to reassure ourselves that our quality is still where it needs to be?

A. DPCQI confirmed that he was confident with overall quality but that we need to look at upskilling staff. 16-18 performed very well. 19+ may likely have seen some increase without the retention issues for furlough and homeschooling and wider lack of engagement throughout lockdown.

#### **54/21 Item 6i: Management Accounts to 30 September 2021, to include Capital Project and Business Plus updates**

A member queried what sensitivity the College would experience in respect of inflation e.g. if this moves by 2% what effect will it have on the predicted surplus/cashflow?

The Deputy Principal Finance & Resources confirmed we are 'ahead' in some areas e.g. fixed contacts and set utility costs, but other items e.g. pay forecast we have less control.

The Principal confirmed that pay costs remain a concern. Whilst have set aside a 1% increase for staff pay, we are aware inflation is already beyond this, and that there is some sector appetite for a back dated increased. We are also affected by short term inflated pay costs for hard to recruit posts via e.g. market supplement. Members discussed the benefits of scenario planning and looking at a 'sensitivity analysis' which could result in a best case/worst case scenario. It was suggested this sensitivity analysis, combined with a risk/scenario setting should be reviewed by the F&R Committee

**ACTION: Sensitivity analysis to include risk/scenario setting to be added to the next F&R Committee agenda.**

**Members of the Board reviewed the Management Accounts as at 30 September 2021, capital projects and business plus financial update reports.**

**55/21 Item 6i: Annual review and due diligence of sub-contractors 2020-21 and Subcontracting policy**

The Managing Director Business Plus presented a report providing an overview of the annual review and due diligence processes for the use of subcontractors for the year ahead (2021-22), and the College's Subcontracting Policy.

Members were asked to note the overlap with the external assurance audit provided by TIAA that has been submitted to the ESFA as part of our regulatory requirements. MDBP noted that contract wording has been revised and strengthened in light of the guidance. Members approved the use of the listed subcontractors for the year ahead 2021-22.

Members reviewed the subcontracting policy which included the College's rationale for the use of subcontracts.

**DECISION: Members of the Board reviewed and noted the annual review of due diligence and approved the use of listed subcontractors for the year ahead 2021-22**

**DECISION: Members of the Board approved the updated subcontracting policy.**

**56/21 Item 7: Information Pack**

**Members of the Board reviewed and approved the contents of the Information Pack.**

**57/21 Item 8: Any other business**

A member queried in respect of the PREVENT agenda and the incident in Plymouth over the summer (a terrorist incident related to 'incel') are we confident our practices are sufficiently robust?

The Principal confirmed that policies have been reviewed and updated where required, staff training remains in place. COVID has exacerbated some areas of PREVENT due to increased isolation. There has been an isolated PREVENT issue within the College which was dealt with via the appropriate channels and resulted in the student being excluded and now supervised through the DfE Prevent Team and the Police. Processes both internally and externally proved to be robust. Successful 'full' lock down drills have taken place. SLT are able to initiate this via their mobile phones, this will be rolled out to members of the College Leadership Team (CLT) in due course.

Members queried any changes to the Link Roles for Governors for 2021-22, the Chair confirmed he needed to speak to the Head of Governance who would confirm to Governors in due course.

**ACTION: Head of Governance to communicate details of the Link Governor roles for the year ahead to all Governors**

**The meeting ended at 7pm.**



**SIGNED**

**DATE: 13 December 2021**