



**BOARD MEETING**  
held Tuesday 30 March 2021 at 15.45  
via remote participation

**MINUTES of the Meeting of the Board MEETING**  
held on Tuesday 30 March 2021 at 15.45

<p><b>Members present:</b> Tiffany Hall Anna Douglas Tom Fogden Lisa Kattenhorn Zarine Kharias Phil Kemp Gillian Lancaster Chris Payne Imran Razzaq Mark Smith Joanna Smith Kevin Walsh Nick Wilcock</p> <p><b>In attendance</b> Tina Götschi Fatou Diallo Sophie Runcorn Geoff Stevenson Joy Watkins Jacky Gearey</p>	<p>Chair and External Member External Member External Member External Member External Member External Member External Member External Member External Member CEO Staff governor External Member External Member</p> <p>Principal for items 3.3, 3.4, 3.5 and 3.6 Assistant Principal for items 3.3, 3.4, 3.5 and 3.6 Projects Director and Chief of Staff for item 3.9 Regional Apprenticeship Manager for item 3.7 Director of Finance and Operations for item 3.8 Clerk</p>
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**Quorum 7 Members**

Item	Topic	Action
	<b>Apologies for Absence</b>	
	Apologies had been received from: 1. Rachel Jackson – ill 2. Kymberlie Andrew – out of country	
	<b>Declarations of Interest in agenda items</b>	
	There were no declarations of interest	
3.0	The Chair opened the meeting at 15.50 Saman Momen advised in late December that he was reluctantly stepping down from the Board due to increased pressure of other commitments. The Chair wished to thank him on behalf of the Board for his invaluable insight and said that he would be sorely missed.  Before going onto the agenda the Board was asked to ratify two new members Imrran Razzaq and Phil Kemp.  <b>Resolved that Imran Razzaq and Phil Kemp were formally appointed to the Board.</b>	
3.1	<b>Minutes of Previous meeting</b>	
	<b>Minutes:</b> (i) Meeting 14 December 2020 The Board approved the minutes of the meeting held on 14 December 2021 as an accurate record. The Clerk advised that it was now no longer a requirement for the Chair to sign the minutes instead there was a formal written record that the Board had approved them.  <b>Confidential minutes:</b> (ii) Meeting 14 December 2020  The Board approved the confidential minutes of the meetings held on 14 December 2020 as an accurate record, <b>Resolved that the Board approved:</b>	

	<p><b>(i) the minutes as an accurate record of the meeting held 14 December 2020</b>  <b>(ii) the confidential minutes as an accurate record of the meeting held 14 December 2020</b></p>	
3.2	<p><b>Matters Arising not covered by the agenda</b></p> <p><b>Minutes - 30 September 20</b>  Item 1.4: the apprenticeship benchmark data to be sent to the Board when received – full achievement rates cannot be provided due to Covid - open  Item 1.9:  (i) provide to the Board and the Education committee a plan on teacher training and professional development and the use of resources which marries up with the business plan – IBM have given some money to do more teacher training , Covid has complicated the provision but a plan to be in place for next Board meeting - open  (ii) provide the Advisory Board actions for the Board Chair for information – closed  Item 2.3: send out the Treasury Management Policy to the Board for information - closed  Item 2.5: College SAR - reference governance under Leadership and Management for all future SARs – confirmed will be add for November 2021 - closed  Item 2.6: future policies be written in sans serif fonts – closed  Item 2.10: apprenticeship recruitment KPI to be RAG red rated – closed  Item 2.12: investigate a possible Director of HR job share with another college – not possible – closed  Item 2.14: send out a new self-assessment form to all Board members for early completion – see item 3.14  There were no other matters arising.</p>	
3.3	<p><b>Chief Executive's Overview</b></p> <p>The Board thanked the Dean for a huge achievement concerning the recent progress with the apprenticeships: the improvement to the remote Launchpad, the projected volumes for Autumn '21 and the academic results.</p> <p><b>Apprenticeships</b></p> <ul style="list-style-type: none"> <li>• Weekly module feedback from apprentices for the second fully remote Feb '21 Launchpad (LP) is significantly improved on November LP suggesting the improved strategies have proved effective. Academic results have also remained strong and other modules also continue to receive positive feedback. Disappointed with feedback for two modules and setting about mitigating these.</li> <li>• Apprenticeship volume for Autumn '21 is healthy with additional new industry employers.</li> <li>• Provision of one week courses e.g. Prince's Trust, Haringey.</li> <li>• The Manchester Apprenticeship programme has launched. Volumes are lower than expected due to the pandemic but the cohort is strong and employer feedback very positive with a large number of positive conversations re Autumn '21 enrolments underway. The lease for the training space has also just been signed and DfE have approached the College regarding a longer-term home in the city covered under 3.8.</li> </ul> <p>The Chair opened the floor for questions:</p> <ul style="list-style-type: none"> <li>- What were the target audiences for the short courses? The Dean explained that it was varied but included young people in care and the courses offered increase the diversity of applicants.</li> <li>- Would face-to-face meeting continue - employers are still unsure about sending their apprentices in but hopefully this will change in September. However as a result of the previous months, it is unlikely that it will go back to 100% face-to-face per se except for the LP.</li> <li>- What were the key differentiators for the new LP? <ol style="list-style-type: none"> <li>1. Reworked assessment</li> <li>2. Realigning assignments and signposting</li> <li>3. More interactive collaborative sessions</li> <li>4. Foster a better community between the apprentices.</li> </ol> </li> <li>- Was there a noticeable feedback difference between Manchester and London cohorts? There was nothing of note.</li> </ul> <p><b>Sixth Form</b></p> <ul style="list-style-type: none"> <li>- All sixth form students are attending Broad Lane for 100% face-to-face teaching. Testing is complete and students and relevant staff have now been issued with home testing kits. The Chair thanked the ELT on behalf of the Board for all the work associated with this and the very communications that had accompanied this.</li> <li>- Recent Computer Science BTEC results are very strong and in line with prior year performance.</li> <li>- 100% of students have applied to UCAS for the first time this year. All have offers from universities and a good number of apprenticeship applications have been made.</li> </ul>	

	<p>- The quality of data and analysis has improved and is being used to drive sustained improvement.</p> <p>- Planning for Year 11 to be offered short courses at the College, as schools will be finishing earlier due to the centre assessment grading system.</p> <p>The Board asked if there was a need to have more catch up lessons in the September however the Principal advised that this was unlikely as enrolment day was going to be earlier and additionally the College was working on an underlying literacy policy and a curriculum for maths and computer science. The Dean also added that on the apprenticeship side a new system was being brought in to look at skills assessment and obtain a better understanding of the level of knowledge that prospective apprentices have.</p> <p>CEO said that the fundraising targets were on track, the CRM system was being improved, together with better alumni data. Regarding student engagement with governors, the CEO said that he would shortly send out an email with a list of the opportunities for governors to engage with students. The Chair encouraged governors to participate in these opportunities and reminded the Board that governor engagement is part of Ofsted's assessment criteria.</p> <p><b>Resolved that:</b></p> <p>(i) <b>the CEO's overview was received and noted by the Board</b></p> <p>(ii) <b>CEO to send email to all Board members regarding opportunities for student / governor engagement</b></p>	
3.4	<p><b>Learner Progressions and Destinations</b></p>	
	<p><b>Apprenticeships:</b></p> <p>The Dean advised the committee of the progression statistics for the 49 apprentices who completed their EPA in Autumn 2020, 94% of which are in full-time employment with their employers. The next cohort of apprentices complete their EPA in April/May 2021 and then in Autumn 2021. The CEO confirmed that this data was very positive and that there are new employers working closely with the college.</p> <p><b>Sixth Form:</b></p> <p>Principal went through the UCAS cycle for students for the benefit of the new governors, followed by the new Assistant Principal who advised the Board that UCAS applications are at 100% for this year. The College is actively working hard with Year 13 students to support them to apply for apprenticeships and with Year 12 students to think about work experience in the summer. It is assumed that many will have offers and this can be a backup option even if they do not want to go to university if they are certain of their destination. Resources have been shared with parents and carers as in the main these people are the drivers and support many of the students. Compared with previous years, the Board wanted to know whether some universities were holding back on their offers? Principal said that if some universities did this, it would be in part Covid related and also what the predicted grades might be. Fortunately this situation had not affected the Ada students.</p> <p><b>Resolved that Learner Progression and Destinations Reports were received and noted by the Board</b></p>	
3.5	<p><b>Safeguarding and Prevent Update</b></p>	
	<p>The CEO advised that this covered the period January – March 2021</p> <p><b>Principal - Sixth Form Safeguarding</b></p> <ul style="list-style-type: none"> <li>• Newly appointed DSL joined the sixth form team in January 2021 and a temporary SENCO for one day a week.</li> <li>• The number of incidents has dropped, partly thanks to a phased return to onsite learning for all learners with many learners returning for face-to-face check-in meetings.</li> <li>• A new counselling referral and tracking system has been rolled out to measure impact of support.</li> <li>• On site Counselling returned week beginning 22 March 2021.</li> <li>• All industry coaches have been DBS checked and have begun working with the new cohort of year 12 students. As this is remote, the coaching programme now occurs in group settings to ensure increased protection for all parties.</li> <li>• Safeguarding audit has begun and findings from this will be published to the ELT and shared with Lisa Kattenhorn, the Safeguarding Governor.</li> </ul> <p>Board asked about the reference to the recent press coverage on sexual / emotional relationships PSHE content. The Principal said that this was being addressed and the college is being proactive about this through safeguarding and equality and that it was essential that the</p>	

	<p>curriculum should address this. Board said there should be guidance on online security going forward. The Principal said that this would be considered.</p> <p><b>Dean - Apprentices Safeguarding</b></p> <ul style="list-style-type: none"> <li>• College works in collaboration with the apprentices' employer..</li> <li>• All apprentices are allocated a Skills Coach who formally meets the apprentices in their workplace with a line manager on a quarterly basis. They act as their support to help them progress and offer pastoral support when required.</li> <li>• No new concerns logged during this period</li> <li>• A new technical skills coach and a new junior lecturer have joined the team.</li> </ul> <p><b>Single Central Record (SCR)</b> CEO said that this had been asked for by the Safeguarding Governor at the recent Education committee for Board reassurance. The SCR had been scrutinised in some detail by a third party in October/November 2020 and had been complimented for its thoroughness. The document is updated as new colleagues (or contractors) are engaged by the College. New starters do not begin work until pre-employment checks, including an Enhanced DBS (with Barred List check), are in place. Following guidance, from Irwin Mitchell, a Section 128 (Prohibition from Management) is not required in FE Colleges. The volunteer mentors are all DBS checked (Enhanced with Barred List) and the two new Board Members have Enhanced DBS checks in place. Board members who have a DBS certificate that is older than July 2019 will shortly be asked to apply for a new check unless their current DBS is on the update service. The Chair thanked the CEO for the reassurance that this brought to the Board.</p> <p><b>Resolved that the Safeguarding and Prevent update was received and noted by the Board</b></p>	
3.6	<p><b>Approval of student policies</b></p>	
	<p>The Board was advised that the following Teaching, Learning &amp; Assessment Integrated Policy across Sixth Form &amp; Apprenticeship had been reviewed and recommend to the Board for approval by the Education committee. The Board said that it was a very well written document, being both inspiring and aspirational and could it be used in the performance management process and CEO said that was the intention.</p> <p>Tina Götschi and Fatou Diallo left the meeting at 16.48</p> <p><b>Resolved that the Teaching, Learning &amp; Assessment Integrated Policy across Sixth Form &amp; Apprenticeship was approved by the Board</b></p>	
3.7	<p><b>Manchester Pilot Update</b></p>	
	<p>The Regional Manager joined the meeting at 16.50 and briefed the Board as follows:</p> <ul style="list-style-type: none"> <li>• 7 north west region apprentices are off to a strong start after their six week Launchpad</li> <li>• Combined remote delivery with London cohort has kept Manchester overheads to a minimum, keeping the overhead costs with the majority of the money raised to support a second and third cohort</li> <li>• Further short course delivery working with the Prince's Trust 3 x 1-week courses and 1 x 1-day festival) is bringing additional income and developed this programme for future delivery.</li> <li>• Discussions are underway with DfE about a permanent home in the region covered item 3.8.</li> <li>• The priority for next quarter is securing autumn cohort numbers for apprenticeships, with a target of 25 apprentices across all subjects and recruiting Manchester teaching and skills coach capacity.</li> </ul> <p>Board asked the following questions:</p> <ol style="list-style-type: none"> <li>1. What were the specific challenges for the autumn cohort and what was needed from the Advisory Board? RM said that the challenges were to firm up the number of apprentices and at the Advisory Board meeting next month, to have with one to one conversations with members of the Board to talk about the areas they can support and also to bring new employers into the pipeline.</li> <li>2. What were the next steps for Blossom Street? Covered under 3.8.</li> <li>3. What were the implications of the Manchester IoT? CEO advised that he thought the IoT will be taken forward requiring a considerable amount to be done however the College was not committed to anything new, it would only involve scaling up. CEO said that a further update with more details would be provided to the Board.</li> </ol>	

	<p>The Chair thanked the RM for his update who then left the meeting at 17.03.</p> <p><b>Resolved that the Manchester Pilot Update was received and noted by the Board</b></p>	
3.10	<p><b>Update on Organisational Targets &amp; KPIs 2020/2021</b></p> <p>The table presented showed performance from 1 September to 19 March 2021 against the top 10 organisational key performance indicators. Performance was RAG rated and there was one KPI deemed to be red with three amber KPIs where performance is slightly behind namely:</p> <p>Red:</p> <ol style="list-style-type: none"> <li>1. Percentage of Sixth Form applicants who are female – we have improved from the 22% in the December report to 26% but we are still a way off our target of 35%. A number of girls' schools have upcoming recruitment events.</li> </ol> <p>Amber:</p> <ol style="list-style-type: none"> <li>1. Sixth Form attendance – slight drop in attendance during remote learning period which we hope will improve now we have returned to full time face to face learning.</li> <li>2. Sixth Form application volumes and offers – again impacted by COVID but now schools are back in we expect applications to increase. We have 6 key target schools who we recruited heavily from last year and have reached out re-engage their students.</li> <li>3. Apprentice % female – with the Spring cohort now enrolled this figure of 34% is locked in and cannot change. It is only 1 percentage point from the target of 35%.</li> </ol> <p>The Board having reviewed had no questions on the update.</p> <p><b>Resolved that the Update on Organisational Targets &amp; KPIs 2020/2021 was received and noted by the Board</b></p>	
3.11	<p><b>Strategic Level Risk Register</b></p> <p>The organisation's strategic risk register has been updated to align it better to the strategic objectives. Recent work through a facilitated workshop helped identify and refine the college's risk appetite statements that underpin the strategic objectives previously minuted. The appetite statements aim to identify triggers where action may need to be taken. The outcomes of this show:</p> <ul style="list-style-type: none"> <li>• The issues considered in writing up the risk appetite statement; and</li> <li>• The risk appetite statements underpinning the strategic objectives</li> </ul> <p><b>Strategic risk register</b></p> <p>The Audit Committee reviewed the full risk register 17 March 2021 and the continued top strategic risks based on their residual risk scoring were presented for noting.</p> <p>The Chair asked for any questions – Board said the register was a great improvement. It would be expected, however, that the controls would result in the residual risk being lower than the inherent risk in most cases. The centres of excellence being such an example. Some of the top level risks the college has not so much control over and the mitigating controls are less likely to make the residual risk score lower than the inherent risk.</p> <p><b>Resolved that the revised Strategic Level Risk Register was received and noted by the Board</b></p>	
3.12	<p><b>Update on People Management Review</b></p> <p>CEO advised of the following:</p> <p><b>Director of People (HR)</b> - a candidate has been identified who would be shortly visiting the College. The Board discussed back up options should this candidate withdraw and the Chair advised that she would speak to the CEO offline on this.</p> <p><b>People Management</b></p> <p>CEO said that the document presented was now RAG rated. All recruitment, selection and induction policies had been finalised and detailed management advice / checklists developed to support these processes. The mid-year review process with all Performance Development Reviews were completed by the deadline and feedback gathered from other members of staff (or external stakeholders where appropriate).</p> <p>The Chair asked for any comments. Board appreciated that this was a very dynamic area but emphasised its importance.</p> <p><b>Resolved that the update on People Management Review was received and noted by the Board</b></p>	

3.13	<p><b>Approval of the following policies</b></p>	
	<p><b>Senior Post Holder Policies</b> Senior Post Holders (SPH) are different from other members of staff in that they are directly employed by and accountable to the Board. Under Article 3(1)(f) and 3(1)(g) of the College's Instrument &amp; Articles, the Board is required to have grievance and disciplinary procedures for SPHs and senior leadership team. These policies had been reviewed and recommended to the Board for approval by both the Finance &amp; Resources and the Remuneration committees</p> <ul style="list-style-type: none"> <li>(i) Grievance Procedure for Senior Post Holders</li> <li>(ii) Grievance Procedure against Senior Post Holders</li> <li>(iii) Disciplinary Procedure for Senior Post Holders</li> <li>(iv) Dismissal Policy and Procedure for Senior Post Holders</li> </ul> <p><b>Terms of Reference</b> <b>Remuneration</b> – the following clauses have been included:</p> <ul style="list-style-type: none"> <li>1. Definition of the senior post holders</li> <li>2. Early termination</li> <li>3. Four Disciplinary and Grievance policies for Senior Post Holders as per the above</li> </ul> <p><b>Audit and Finance &amp; Resources Terms of References</b> The Finance &amp; Resources terms of reference as approved 27 January 2021, were to be put forward to the Board for approval at the meeting 30 March 2021. However further to the Audit committee meeting held 17 March 2021 where the Audit terms of reference were reviewed, the terms of reference have had to be amended.</p> <p>The change is in line with the Financial Reporting Council (FRC) guidance regarding financial statements (provided by Ben Higgin from PwC) which states:</p> <p><b><i>“the Finance &amp; Resources Committee recommends the financial statements for approval with the Audit Committee reviewing, and reporting to the board on, significant financial reporting issues and judgements made in connection with the preparation of the financial statements having regard to information provided by the auditor.”</i></b></p> <p>Therefore accordingly both the Audit and Finance &amp; Resources terms of reference have been amended to reflect this and the respective committees recommend these changes for Board approval.</p> <p><b>Exit Policy for Governors</b> This policy has been drafted as it is good practice to undertake exit interviews from departing Board members in order to collect and analyse information with a view to highlighting areas for Board improvement and development, which can be fed into the college's development /strategic plan.</p> <p><b>Meeting Schedule</b> The proposed dates for all Board and committee meetings for the next academic year were presented for approval albeit dates can be changed if required.</p> <p><b>Resolved that the following were received and approved by the Board:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Grievance Procedure for Senior Post Holders</b></li> <li>(ii) <b>Grievance Procedure against Senior Post Holders</b></li> <li>(iii) <b>Disciplinary Procedure for Senior Post Holders</b></li> <li>(iv) <b>Dismissal Policy and Procedure for Senior Post Holders</b></li> <li>(v) <b>Terms of Reference for Remuneration, Audit and Finance &amp; Resources</b></li> <li>(vi) <b>Exit Policy for Governors</b></li> <li>(vii) <b>Meeting Schedule</b></li> </ul>	
3.14	<p><b>Overview of Strategy Day and Board Evaluation</b></p>	
	<p><b>Strategy Day</b> Clerk advised that from feedback received dates at the beginning of July were proving difficult due to holidays and previous commitments. There was discussion around incorporating the day with a college event looking at the sixth form graduation on 25 June with the meeting preceding the event 10.00-15.00 or alternatively a date in the early part of the next academic year e.g. late September or Ada Lovelace day 12 October</p>	

	<p>Clerk agreed to send out a doodle poll on this.</p> <p><b>Board Evaluation</b> Currently there had been a poor response to this and the Chair asked that this be sent out again as it was important. Clerk to reissue this.</p> <p><b>Resolved that:</b> <b>(i) the Clerk to ascertain a date for the Board strategy day</b> <b>(ii) the Clerk to send out the Board self-evaluation form to all Board members for completion.</b></p>	
3.15	<p><b>Committee Feedback/minutes</b></p> <p>(i) Board membership - 18 January 2021 – the Chair advised of the continued approach to recruiting new Board members</p> <p>(ii) Education – the Chair advised of the following points to note: 1. many of the recent papers had been to the Board; 2. Lessons learnt from remote phase of teaching and learning and should this happen again need to obtain feedback from students; 3. quality assurance and CIP more manageable.</p> <p>(iii) Audit – 9 March 2021 – the Audit Chair had left the meeting but the report provided identified the following key items: 1. Audit output tracker reformatted; 2. Internal audit strategy to now cover a 3 year period; 3. risk register now provided a clear delineation between strategic risk, quantification of risks and improved reporting; 4 audit terms of reference amendment – covered under 3.13.</p> <p>(iv) Finance &amp; Resources of 27 January and 9 March 2021 - the Chair of the Finance &amp; Resources gave a brief overview of the discussion topics covered under item 3.9 and 3.12 – papers have been good and meetings have had comprehensive discussion.</p> <p>(v) Remuneration – agenda in future to be shared with CEO where appropriate The Chair asked if there were any questions on the above that had not been addressed in the previous agenda items and there were none.</p> <p><b>Resolved that Committee Feedback/minutes were received and noted by the Board</b></p>	
3.16	<p><b>Forward Agenda items</b></p> <p>1. Teacher training development plan</p>	
3.17	<p><b>Any Other Business</b></p> <p>The Chair thanked everyone for all their work during such challenging times. There was no other business.</p> <p>The Board moved to the confidential agenda regarding remuneration and the CEO, Dean and staff governor were asked to leave the meeting at 17.53</p> <p><b>Date of Next meeting</b></p> <p>24 May 2021 at 15.45</p> <p><b>Close of meeting</b></p> <p>Meeting closed at 18.05</p>	
	<p>MINUTES of the meeting held on <b>Tuesday 30 March 2021</b> were agreed and accepted as a true and accurate record and signed by the Chair</p> <p>..... on .....</p>	