

Meeting/Committee	Corporation Board
Date of meeting	12 th October 2023

	<p>Attendees:</p> <p>Janet Pryke Jason Austin Heather Barnett Debbie Marshall David Grimes Margaret Cobb Sally Gilbourn Sharron Blackburn Shirley Collier Stephen Bulley Katie Asgari Katie Curtis</p>	<p>Chair Principal/CEO Governor Governor Governor Governor Governor Governor Governor Governor Governor Staff Governor Staff Governor</p>
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In attendance:

Phil Curtis
 Jane Hartog
 Cath Mollart

Executive Director of Finance & Estates
 Executive Director of Marketing, OD and HR
 Executive Director of Corporate Services &
 Strategic Planning
 External Governance Reviewer

Ian Ashman

1	<p>Declarations of interest</p> <p>The Chair reminded everyone present to declare any interests that they may have on matters to be discussed. No specific declarations were made and standing declarations were noted.</p>
2	<p>Apologies for absence:</p> <p>Apologies for absence were received from Jenny Worsdale, Donna Clifford and Paul Lomas.</p>
3	<p>Minutes of the meeting held on 10th July 2023</p> <p>The minutes were reviewed and it was agreed that they were an accurate record of discussions.</p> <p>Matters Arising :</p> <p>Item 4 – The Executive Director advised that the updated strategy (to align with the format of the mid-year report) would be available for the December Board meeting.</p>

	<p>Item 5 – It was confirmed that the terms of reference for the Property Strategy Steering Group had been updated.</p> <p>Item 6 – Dinnington campus - The CEO advised that the options analysis and appraisal would be presented at the December Board meeting.</p> <p>Item 8 – Cost Improvement Plan – The Exec Director of Finance explained that this had started already in terms of procurement and the introduction of Procurement manager, further work to be carried out before Plan was finalised.</p> <p>Item 14 – Risk register The Executive Director of Finance advised that the Audit Committee were reviewing the risk register and this would be covered under the audit committee feedback report.</p> <p>AGREED: to approve the minutes of the meeting held on 10th July 2023.</p>
4	<p>Action progress report</p> <p>Covered in previous item, nothing further to report.</p>
5	<p>CEO’s update</p> <p>CEO provided a presentation and explained that a number of key updates would be provided today, including:</p> <ul style="list-style-type: none"> • KPI Update • Accountability Agreement update • Enrolment Data • AOC Pay Award Recommendation • Teaching Excellence Framework (TEF) Outcome • Advanced British Standard Announcement • Institute of Technology (IoT) (Paper for Discussion / Decision) • Colleges Week(s) <p>The CEO had provided the updated KPI targets. The CEO outlined some of the key challenges, there was a challenge from a governor relating to English & maths performance. The CEO advised of some of the challenges relating to the E&m provision in terms of staffing, student expectations etc, this was reiterated by the staff governors.</p> <p>One governor said it was good to see percentage improvements and the stretch targets approach. The same governor also suggested that there should be some measurable targets against sustainability so that progress can be monitored. The CEO gave an overview of progress to date and agreed further actions were required.</p> <p>One governor asked about the IT infrastructure Audit, the Executive Director for Corporate Services & Strategic Planning advised that this had been slightly delayed to allow time for the new Head of IT & Digital to settle into the role (joined in September), a full external audit had now been planned for mid-November.</p> <p>The CEO provided an update on the nine actions identified in the Accountability Agreement, as detailed in attachment 5Ci. There were no questions raised by the Board, progress was noted and accepted.</p> <p>The CEO provided an Enrolment Update :</p>

	<ul style="list-style-type: none"> • EFA target 2783, actual 3404 +621, currently recruiting additional staff to help with the over recruitment • AEB target 7680, actual 3374 -4306 , this is on track compared to the same time period last year. • Loan target 401, actual 337 -64 • HE target 427, actual 301 -126 <p>The CEO referred to the increase in Study Programme enrolments and said this was a fantastic achievement. There had been a lot of work involved leading to this which included work from MIS in terms of changes in enrolment processes to ensure more efficient working and also enhanced level of work from the recruitment and marketing team. Combining these two aspects, it was thought, had contributed to the increase in enrolments.</p> <p>As a result of the increased enrolments there had been some challenges with timetabling (relating to the capital refurbishment programme) and teaching resource.</p> <p>The CEO advised that there was a possibility the College may receive additional funding in March linked to growth, however, this was not confirmed.</p> <p>One governor asked about the attrition rate, the CEO said this has previously been around 10% although the sector average was 7%.</p> <p>The CEO referred to HE recruitment and said this was one of the biggest challenges, HE numbers had not hit target, some of this was attributed to Universities lowering their entry criteria. A HE Strategy Group had been implemented to look at HE strategies and growth.</p> <p>The CEO advised of the AoC pay proposal of 6.5% increase. This would be discussed in detail at the Structures and Savings task group and then proposal to Board meeting, an extraordinary Board meeting to be convened end November to allow a decision to be made and communicated at the November Union meeting.</p> <p>The CEO advised of the recent TEF outcome, the Group had been awarded Silver, the team were happy with the grading.</p> <p>The CEO explained the new announcement from the DfE relating to the Advanced British Standards (ABS), the government had reaffirmed that they were still committed to the roll-out of the T-Levels and the ABS was a 10 year plan.</p> <p>The CEO asked for approval to join the IoT, this had not been an option until the College received the Ofsted 'Good' rating. The Board agreed to the proposal.</p> <p>An update was provided by the CEO on 'Colleges Week' and the activities proposed for the Group.</p> <p>AGREED to note the content of the update provided. AGREED to pursue membership of the IoT.</p>
<p>6</p>	<p>Safeguarding for All Policy</p> <p>The Executive Director of Corporate Services presented the amended Safeguarding for All Policy which had been amended as a result of structure changes within the Safeguarding Team.</p> <p>AGREED to the new Safeguarding for All Policy.</p>

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Committee Feedback

Committee Chairs highlighted a number of aspects, including:

Audit & Risk – 13/09/23

- Summary and minutes of the meeting which took place on 13th September 2023 were noted.
- New internal auditors Validera were introduced.
- Enhanced level of reports provided by Director of Adult Education & Community for Audit Committee analysis.
- No significant concerns arising from review relating to Subcontracting Standards
- Risk Management Review - partial assurance given.
- Ongoing work in terms of risk management and assurance.
- Reasonable progress given against outstanding actions following a further follow up audit of the Estates internal audit report.
- Positive Health & Wellbeing report.
- Internal Audit Annual Report and Opinion for 22/23 .
- Approval of Internal Audit Plan & Strategy.
- Risk register rollout is underway with training sessions planned for management staff.
- Risk Appetite statement recommended to the Board for approval.
- FEED – staff have a focus on the key risk areas and are working to ensure full compliance and mitigation.
- Update on RAAC provided, contractor appointed to give a final assessment.

Finance and Resources – 26/09/23

- Summary and minutes of the meeting which took place on 26th September 2023 were noted.
- AEB/Subcontracting: 2022/2023-year end and 2023/2024 position update
- Enrolment report.
- Finance Report: 2022/2023-year end, 2022/2023 KPIs, bank covenants, financial health, contracts register, procurement report and catering tender.
- Estates Report: RAAC position, Capital project spend, FEED, space availability and utilization.
- H&S Annual Report.
- Risk Report .
- 2023/2024 pay review.

There was challenge from the Board regarding the Bank Covenants and a lengthy discussion about financial health. The Executive Director of Finance explained the current position and advised of actions taken. Update at next meeting.

Quality and Standards 27/09/23

- Summary and minutes of the meeting which took place on 27th September 2023 were noted.
- New Safeguarding structure is being embedded.
- Keep Children Safe in Education update launched.
- Staff have completed Trauma Informed Practice training.
- Enrolment numbers have significantly exceeded target.

	<ul style="list-style-type: none"> • Challenge with staffing to cope with increased demand. • T-Level recruitment continues, not yet at target. • The new Attend to Achieve meetings have commenced to provide a more focused view on attendance. • Ongoing monitoring of Estates work to ensure learners are not affected. • Focusing on securing achievement outcomes for 22/23. • Development of sustainability within the curriculum.. • 97.19% of learners made positive progress on Knowledge, Skills & Behaviour. • Retention for 16-18 slightly improved on last year. • Predicted achievements showing slight increase of 2.58%. • Predicted achievements for Adults shows a 0.2% decline. • Achievement & retention have improved by 4% although further work to do to increase this. • Predicted Achievement for HE 79.03%, 5.12 increase on last year. • Learners enrolling with an EHCP has increased by 52. • Improvements made to each stage of curriculum planning process. <p>One governor commented on the current rate of OOFs and noted that these should be down to double figures by the second quarter if the year which is distance travelled from the previous reports.</p> <p>AGREED: to note the content of the update provided.</p>
<p>8</p>	<p>External Governance Review</p> <p>Ian Ashmore introduced himself to the Board and gave a brief summary of his career experience.</p> <p>IM explained that he would present the Aims, Outcome, Objectives & Scope of the Review, long with the proposed assessment criteria for the review.</p> <p>Aim, Outcome, Objectives and Scope of the Review</p> <p>Aim - To undertake an external review, in line with the DfE guidance and Governors Priorities, to consider the overall effectiveness of governance, including the impact of the Board, leading to findings and recommendations for actions to strengthen governance culture, policies and practices, for implementation by the RNN Group, to help it achieve the outcome of having excellent Governance, as a key step to developing excellent provision.</p> <p>Objectives -</p> <ol style="list-style-type: none"> 1. To develop a shared understanding by RNN Governors of what excellent governance looks like, from a variety of perspectives, including the AoC Governance Code, Ofsted Inspection Handbook, DfE and Institute of Chartered Company Secretaries guidance 2. To gather a range of evidence to test the effectiveness of the Governance of the Group, against success criteria. 3. To deliver a report covering strengths, weaknesses, and recommendations against the effectiveness criteria and to work with the Board to agree action, in

readiness for an implementation plan, which will lead towards excellent Governance.

Scope –

- Information will be gathered from meeting observations and document reviews. There is scope to undertake around 12 interviews. It is proposed that the Interviews include a number of parties including governors and the executive team. The purpose of interviews is to gather views on strengths and areas for development in governance; and ideas about action to build on strengths and address development areas.
- In addition, Governors are asked to consider whether they would wish either or both of a group of staff including staff governors and or a group of students including student governors to test their understanding of the Board.
- Proposals include to undertake a couple of external interviews to encompass broader engagement with stakeholders. These may be with local authority CEOs or Leaders, representatives of employers, LEPs for example. The scope would be to test their views about the engagement of the Board with the wider community.

Assessment Criteria –

- Assessment Framework has been designed for use in EGRs, with around 100 questions in all. The questions relate to a range of criteria for excellent governance.
- The Assessment Framework will used to make judgements on the effectiveness of Governance at RNN Group. To give sufficient focus on high priority areas, it is proposed that the Reviewer should looks in more depth at about 30 of criteria. The Chair, Committee Chairs, CEO and Interim Governance Director will be invited to grade the questions which they regard as most important for the EGR to consider, having in mind their importance to good governance and their relative strength in the Group.
- The Reviewer will test all the remaining questions with the CEO and Interim Director of Governance to give scrutiny to the full range of questions, all Governors will also have an opportunity to comment on all questions should they wish.

One governor questioned the approach to including external stakeholders and students, and how this would contribute to the review. The Chair agreed regarding external stakeholders. IA responded that it may be better to focus on Governors who have external links – this will be reviewed.

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Matters considered by committees that require approval

Governors attention was drawn to the numerous items.

	<p>AGREED to approve</p> <ul style="list-style-type: none"> a) Risk Appetite Statement b) Approval of sib-contractor values including the RUCST growth c) Catering Tender preferred supplier (Aramark) d) Committee terms of reference for 23/24
10	<p>Ratification of Written Resolutions</p> <p>AGREED to formally approve the below written resolution which had previously been circulated for approval</p> <ul style="list-style-type: none"> a) Energy contract
11-13	<p>Committee meeting minutes and Chairs reports</p>
	<p>AGREED: to note the content of each of the Chairs summary reports together with</p> <ul style="list-style-type: none"> • Audit and Risk meeting minutes 13th September 2023 • Finance & Resources meeting minutes 26th September 2023 • Quality and Standards meeting minutes 27th September 2023.
14	<p>Key documents</p>
	<p>These were presented for information and the board were happy to note the content of:</p> <ul style="list-style-type: none"> • Strategic Risk Register • July 2023 Management Accounts • Safeguarding, Prevent and EDI report • Opportunities register
15	<p>AOB</p> <p>There were no items of additional business.</p>
16	<p>Date and time of next meeting</p> <p>This was confirmed as Monday 11th December @ 5pm via Google.</p>
17	<p>Confidential items</p> <p>It was agreed that confidential items would be recorded on a separate basis.</p> <p>Meeting closed at 6.45pm.</p>

Signed  Chair

Date 30th Nov 2023