

Minutes of a Meeting of the CORPORATION held on

Wednesday 24th January 2024

at College Business Centre

01/24 DECLARATIONS OF INTEREST

Mrs Christine Palmer, Vice Chair and appointed Chair for this meeting in the absence of the Chair welcomed Members to the meeting. She reminded Members that a self-review would be undertaken at the close of the meeting.

There were no declarations of interest.

02/24 APPROVAL OF THE NON CONFIDENTIAL AND CONFIDENTIAL MINUTES OF THE MEETING HELD 13 DECEMBER 2023

The minutes of the meeting held 13 December 2023 were approved as a true record.

03/24 MATTERS ARISING FROM THE MINUTES OF 13 DECEMBER 2023

The Director of Governance reported on Matters Arising. She drew attention to items to be actioned or in progress for the current academic year. She highlighted responses to queries raised as follows: the Chief Operating Officer confirmed that contractors and apprenticeship providers were not asked to sign up to anti-slavery policies; and clarified that there was an error in the reporting of the October 2022 student debt figures at the last meeting with the correct figure of £128k rather than £28k. There was not therefore a rise with this year's student debt figure standing at £116k.

Members welcomed the new tabular reporting format.

04/24 COMMITTEE MINUTES

The minutes of the Search and Governance Committee meeting held 29 November 2023 had been circulated. The Chair of the Committee reported on the review of Instruments and Articles of Government and Standing Orders for the Conduct of Corporation Business. These were scheduled for review in January and March 2024 respectively. It was recommended that legal advice be sought to inform review and that the review date is rescheduled for March 2024 in order to enable outcomes and recommendations from the External Governance Review to feed into the process.

The Corporation CONSIDERED the report and APPROVED the rescheduling of review of the Instruments and Articles of Government and Standing Orders for the Conduct of Corporation Business as detailed.

05/24 AOC CODE OF GOVERNANCE REVIEW

The Director of Governance reported on the Further Education (FE) Code of Good Governance (2023). The Search and Governance Committee had considered the new Code at its meeting in November and compared this with other potential governance codes for adoption. It was considered that the FE Code

of Good Governance was directly tailored to meet the needs of the FE sector and was recommended for use by Corporation. Following adoption of its preferred governance code, the self-assessment and compliance processes should be revised to assess against the adopted code.

A Member enquired whether a gap analysis had been undertaken. The Director of Governance responded that it would be necessary to complete a compliance checklist as part of Self-Assessment Review for 2023/24.

The Chair suggested a Governor Updating Session on the new Code.

The Corporation CONSIDERED the report and ADOPTED the FE Code of Good Governance (2023).

06/24 CHAIR'S BUSINESS/RATIFICATION OF CHAIR'S ACTION/GOVERNOR APPROVALS

There were no items to report.

07/24 STUDENT ENGAGEMENT PROGRESS REPORT

Two Public and Military Services students joined the meeting and presented their report. The course had built their confidence and developed teamwork skills. They described a team building exercise consisting of building pyramids and outlined the benefits of this as connection, communication, and trust. The students also spoke of their fitness progression and of how this is regularly assessed including progress on completing a weekly 5k run.

A Member asked students if they were advised on appropriate footwear and they confirmed that they were. They added that there is a kit list for the Duke of Edinburgh Award that they are participating in at College.

A Member asked if the 5k runs were completed in their own time or at College and the students advised that they run in their own time but also can do so in a group.

The students reported that the course was instilling work ethic in them regarding time-keeping, attendance and having all kit needed and that they felt this was preparing them for employment. They also had received information on the entry requirements for their chosen professions.

The students outlined activities they have taken part in so far including a camping trip in the second week of their course; climbing; National Citizen Service (NCS) qualification; a Bar Mock Trial; and sailing. One of the Student Governors had participated in the sailing trip and described her experience. In response to a query from a Member, she explained that there were 10 places on the trip and these were primarily for second year students and that there would be opportunities for those who had not attended this year to attend next year.

The students outlined the personal development attributes on their course: communication, confidence, integrity, teamwork, leadership, problem solving, and honesty. They outlined areas for improvement they would like to see on their course: more physical team-based activities; a dedicated classroom environment to progress in; and time for more 1-1 based learning and working. They outlined areas of strength on their course as: the units and opportunities that come with each

unit; the team structure of the course and the reassurance of always having someone to help; and the support and help from staff and team members.

A Member enquired how much time was given for 1-1 learning and the students replied that this was not planned in. Feedback was accessible via eTrackr and time was built in for this in half-term.

In response to a query the students said that they did find mixed classes, ie with students from other courses for English and maths, a challenge.

The students praised the support they were given from their tutors. One of the students shared his experience of moving to the Island after experience difficulties in his personal life. A Member asked if he was getting the support he needed and he confirmed that he was and was finding that the course was helping him a great deal.

A Member asked whether the structure of the course was beneficial to their learning and the students responded that it was.

The Corporation CONSIDERED the report.

With the agreement of the Chair the agenda was taken out of order.

08/24 POLICY AND PROCEDURES/EMPLOYEE CODE OF CONDUCT

The Head of HR (Human Resources, People and Culture) joined the meeting and reported on the Employee Standards and Code of Conduct Policy. This was an annual review. The intention was to promote a good community culture and outline the expected standards of behaviour.

A Member expressed concern that the document could be overbearing into staff lives. He gave an example of the potential for a disgruntled member of the public to get a staff member into trouble. He asked if this could open up problems if disciplinary procedures were taken. The Head of HR responded that a complete investigation would be undertaken. The Assistant Principal (SEND and Foundation Skills) added that there was a fine balance to achieve in line with the parameters of Keeping Children Safe in Education (KCSIE). As part of this activities that might occur outside of the work environment but would be considered under safeguarding measures would be included. There was some discussion regarding what might be considered to be inappropriate or cause reputational risk. It was concluded that there were a raft of factors to consider and that the purpose of the document was to set this out clearly for staff working in a professional environment responsible for young people who are influenced by staff. A Member commented that this was part of being professional and another Member commented that on reflection it was important to trust the process.

The Chair raised a query regarding Student Governors and whether for the purposes of the document they were treated as Governors or students. She raised particular concern regarding 6.5.2. The Principal considered that Student Governors have responsibility but that their role as students be untangled from their role as a Governor. She suggested that the Association of Colleges (AoC) might be approached for guidance. The Head of HR would take this away and provide clarification.

A Member asked how the document would be rolled out to staff. The Head of HR responded that an electronic copy would be circulated with staff invited to respond with any questions. The document would also be introduced as part of induction. Staff would be required to sign to confirm their

acceptance with the document. There would also be meetings with Heads of Learning, and Teaching and Learning Managers to explain what the document means in practice and to cascade to staff. Support staff would meet with their managers. The Member responded that merely circulating felt too 'light touch'. The Principal agreed that it was necessary to incorporate this into the appraisal process and team meetings.

A Member asked how this linked with disciplinary procedures. He gave the example of an incident involving a staff member where the police attend but that where it is not clear whether the staff member is culpable. The Assistant Principal (SEND and Foundation Skills) responded that in those cases the Local Authority Designation Officer (LADO) would step in and decide what action needed to be taken. The Member responded that he was not thinking of a safeguarding issue and gave the example of a fracas and the Assistant Principal clarified that this would be considered a safeguarding issue. The Head of HR added that there was clear case law relating to reputational damage.

The Corporation CONSIDERED the report and APPROVED the Employee Standards and Code of Conduct Policy subject to the amendment of 6.5.2 noted above.

The Head of HR left the meeting.

09/24 DEPARTMENTAL REVIEW: ENGINEERING

The Operations Manager (CECAMM and HE) joined the meeting and presented a report on Engineering. The current departmental self-assessment grade is grade one and this has been maintained from the previous year. The area is on track to maintain this in 2023/24. Attendance across the area is 92%, and 88% for English and maths. The curriculum area has seen growth in 16-19 student numbers by 33% this academic year. The profile of CECAMM as a centre of excellence has gained the attention of senior politicians and enabled a showcase of facilities and relationship with employers. Ministerial visits have been made by The Rt Hon Michael Gove MP, Secretary of State for Levelling Up, Housing and Communities and Minister for Intergovernmental Relations; and The Rt Hon Gillian Keegan MP, Secretary of State for Education. The Operations Manager added that students enjoyed the opportunity to take part in such events and at Open Days. She also noted that CECAMM was attracting students from the mainland and that there was interest from companies on the mainland.

She outlined key risks as the increase in student numbers resulting in staffing shortages for short periods of time and noted that newly appointed team members require additional support to ensure wellbeing and a smooth transition from their vocation to teaching; and that work experience and placement continued to pose issues with some learners not yet having secured industry placement to support them in passing their T Level course.

A Member queried the departure of a staff member and the Operations Manager confirmed that the reason for departure was not work-related.

The Chair queried the reason for the increase in student numbers. The Operations Manager responded that this was as a result of marketing and outreach to schools with events and taster sessions being held. The Chair noted that the increase may continue and asked how this could be forecasted and planned for. The Operations Manager responded that this tended to be impacted by 'last minute' applications in the summer holidays.

A Member queried the number of staff vacancies currently. The Operations Manager responded that there was currently one vacancy.

A Member enquired whether there had been a shortage of materials in metal working. The Operations Manager responded that where this was affected it was usually a delivery or supply chain issue which had been impacted by price rises of 100%. She added that it had been necessary to 'think smart' and she had sourced scrap metal where necessary.

A Member asked for an update on the Quality Improvement Plan (QIP) and impact. The Operations Manager identified the following for improvement: continuous improvement in learner numbers, promoting full-time courses, promoting the recruitment of apprenticeships, participation in schools' events, invitations to local employers, and CECAMM learners attending the GKN manufacturing day. The Cowes Enterprise programme was on track. Quality assurance activities and course lead one-to-ones ensured quality documentation was being addressed. Lessons learnt included the semesterising of delivery. There were spot checks on marking and regular agenda items at weekly meetings were being tracked.

A Member referring to discussions on previous occasions enquired whether the name CECAMM was an issue or was it now well established. The Operations Manager responded that it was recognised more by Islanders but that there was a disconnect with the main College. She felt this was more a branding issue though as there had been hard work to establish the name successfully and perhaps there was work to do on framing this as part of the Isle of Wight College.

The Corporation CONSIDERED the report.

The Operations Manager left the meeting and the agenda returned to order.

10/24 PUBLIC SECTOR EQUALITY DUTY ANNUAL REPORT

The Assistant Principal (SEND and Foundation Skills) presented the Public Sector Equality Duty Annual Report. The report fulfils the College's reporting requirements under the Public Sector Equality Duty (PSED) which was created under the Equality Act 2010 and requires public bodies to report outlining how they have due regard to eliminating discrimination, harassment, and victimisation. Within the current four year PSED cycle the College is expected to produce Equality, Diversity and Inclusion (EDI) outcomes and to improve equality for those who have a protected characteristic. The current EDI objectives run to 2024 and this report provides an overview against those with the objectives for the next four-year cycle being worked on currently.

The Chair enquired whether there were plans to expand reporting on protected characteristics. The Assistant Principal responded that this was currently being considered and that advice was being taken. It was necessary to review regularly, she added, as categories change. The Chair responded that it would be helpful to see data on staff. The Principal responded that this was being addressed. A Member asked for a calendar of events and activities to be included.

The Corporation CONSIDERED and APPROVED the PSED Annual Report 2022/23.

11/24 STUDENT ANTI-BULLYING POLICY AND PROCEDURE ANNUAL REPORT

The Assistant Principal (SEND and Foundation Skills) presented the Student Anti-Bullying Policy and Procedure Annual Report. There was a rise in bullying incidents from 56 in 2021/22 to 62 in 2022/23. 53 of these incidents were categorised as peer-on-peer bullying. Work was completed by curriculum teams, student services, and safeguarding with both the victims and perpetrators to ensure that matters were resolved and support provided. The annual policy review has identified a number of minor changes and takes into account statutory guidance and KCSIE. The Anti-Bullying Policy was developed following the release of separate guidance on 'sexual violence and sexual harassment between children in schools and colleges'. However, this guidance was withdrawn in September 2022 and is now incorporated into KCSIE. For College purposes reporting on bullying is now recorded through safeguarding categories and reported on in the safeguarding termly and annual reports. It is proposed that moving forward the Anti-Bullying Policy and Procedure is not a separate document and instead is incorporated into the College's discipline policy and procedures which are currently being redesigned for the next annual update as Positive Behaviour Policy and Procedures.

A Member enquired why the review date was set for March 2024. The Assistant Principal clarified that the Anti-Bullying Policy and Procedure though updated would be replaced by the Positive Behaviour Policy which will be brought to Corporation in March.

A Member enquired what were the non peer-on-peer incidents. The Assistant Principal responded that other categories related to homophobic and racist bullying. She confirmed that there were no complaints against staff.

A Staff Governor enquired whether there would be a student friendly version of the Positive Behaviour Policy and the Assistant Principal confirmed that there would be.

The Corporation CONSIDERED and APPROVED:

- the Student Anti-Bullying Annual Report 2022/23;
- the Student Anti-Bullying Policy and Procedure 2023/24;
- the incorporation of this Policy and Procedure into the Positive Behaviour Policy for review in March 2024; and the incorporation of reporting into the termly and annual safeguarding reports.

12/24 LEARNING POLICY

The Assistant Principal (HE, Academic and Vocational) presented the Learning Policy. There were minor changes proposed for 2023/24. She outlined an evaluation of the impact of the Policy to date with areas of focus being: to develop and enhance the use of technology and online platforms with the rollout of Canvas as a virtual learning environment (VLE) and Century for use by apprentices and some specific curriculum areas and to support the teaching and learning of English and maths; developing teachers' ability to write impactful targets for students and to provide feedback on progress with 99% feedback completed at progress review and positive feedback from students on progress review; and embedding English and maths and contextualising within the vocational curriculum with meetings being held in all curriculum areas to identify how teaching can be contextualised. In the latter area there was further work to do. The Assistant Principal reported that whilst review was due after one year it was proposed that the Policy was brought back to Corporation in July.

The Corporation:

CONSIDERED the report and APPROVED the Learning Policy 2023/24 subject to the amendment of the review date on the cover sheet;

- NOTED that the Learning Policy 2024/25 would be tabled for July 2024.

13/24 TEACHING, LEARNING AND ASSESSMENT REPORT

The Vice Principal presented the Teaching, Learning and Assessment Report. This was a mid-year observation and there would be ongoing monitoring. An Implementation Plan was presented as an Action Plan for transformative strategy for teaching, learning and assessment implementation with launch planned for September 2024.

The Chair welcomed the Plan as a clear streamlined statement of what the College is doing to get where it wants to be.

There was some discussion regarding the format of the report with a transition to briefer, more focused reports which was welcomed. There was an observation that there was a need for clear branding for the format of documents.

A Member observed that there was an opportunity to tie this piece with the work around enhancing and developing the culture of the organisation giving the example of the Employee Code of Conduct.

The Corporation CONSIDERED the report and APPROVED the Implementation Plan.

14/24 MONTHLY FINANCE REPORT: MANAGEMENT ACCOUNTS

The Chief Operating Officer presented the Monthly Finance report in the absence of the Director of Finance. The College's management accounts for the 5 months to December show an operating surplus of £364k (versus a budget forecast surplus of £144k surplus excluding staff restructuring. This results in a £220k year to date favourable variance.

The key variances in the month can be attributed to the following:

INCOME:

- ESFA allocation is higher than budgeted resulting in a £313k favourable variance, mainly due to 16-19 allocation.
- Tuition fees and educational contracts income is giving rise to an £11k favourable variance – but it is likely to be caused by phasing. Of that International fee and bid income achieved year to date is £30k, which is not included in the budget. Compared to budget the Full cost income is £25k favourable year to date, similarly material fees income is £24k higher than budgeted. These are offset by an adverse variance of £65k Advance Learner Loans income.
- Interest income received year to date is £50k better than budgeted.
- To offset the above, other income is currently £20k adverse to budget.

PAY:

- Pay costs show a favourable variance of £95k for the year date. There are a number of non-recruited vacancies, which are contributing to this favourable variance.

NON-PAY:

- Non-pay costs are £199k higher than planned for the year to date. It is mainly caused by exam costs and franchise costs being higher than budgeted. However, non-pay will be tightly monitored and controlled to stay within budget, and will be reviewed in the first run of the latest estimate.
- Control of non-pay, achievement of income, control of sessional pay spend and deployment of under-deployed staff remain the critical areas for attention.

The Covenants are all met currently and Financial Health would be assessed as Outstanding.

A Member asked when the Latest Estimate would be available and the Chief Operating Officer confirmed that this would be reported at the February meeting.

A Member referring to the payroll costs reported as £58k higher for the year to date commented that she could not see this reflected in table 5. The Chief Operating Officer confirmed that she would look into this and respond.

The Chair commented that it appeared that utilities had balanced out but that depreciation may be adrift. She asked if the increase could be explained at the next meeting.

The Chair asked how the College compared with other colleges. The Principal responded that this was the norm and that the College was doing well but has a higher debt ratio. It was important to start looking at forward projections, she concluded.

The Corporation CONSIDERED the report.

15/24 HEALTH AND SAFETY ANNUAL REPORT 2022/23

The College Campus and Health & Safety Manager joined the meeting and presented the Health and Safety Annual Report. The Health and Safety Policy was due for review in January 2024. The Policy has been reviewed and updated but further changes were proposed. She recommended that the current Policy be extended by one month and that the revised Policy be brought back to Corporation for review in February 2024.

A Member raised a query regarding the number of staff trained in First Aid which she considered to be a low number. The College Campus and Health & Safety Manager responded that the figure was lower than historically and considered that this was due to staff changes. She would pick this up again, she assured. In response to a further query she stated that the target for number of First Aid trained staff was 70. Training was planned for March and June.

A Member raised a query regarding the report to RIDDOR (Recording of Injuries Diseases and Dangerous Occurrences Regulations). The College Campus and Health & Safety Manager reported that this was an apprentice fall from height by falling from scaffolding. The employer was visited by the Health and Safety and the apprentice did not return until the College was satisfied that the necessary health and safety measures had been implemented. In response to further queries from Members the Manager confirmed that a health and safety audit was carried out identifying an issue with the scaffolding erection and that whilst the liability lay with the employer the College has a duty of care to the apprentice. There was no further work required with contracts which the employers must adhere to and contracts had been

checked. The College took a 'hard line' with the employer on the incident and she confirmed that she had checked that the employer had also reported the incident.

The Corporation CONSIDERED and APPROVED:

- the Health and Safety Annual Report 2022/23;
- the extension of the Health and Safety Policy by one month to February 2024 at which time a revised Policy would be presented to Corporation.

16/24 PRINCIPAL'S REPORT

The Principal presented her report which provided a summary on the following key areas: finance and funding; curriculum planning; Quality Improvement Plan (QIP) and progress; safeguarding; equality, diversity and inclusion (EDI); Health and Safety; HR workforce development; projects and international initiatives; marketing and communications; and capital and estates.

A Member expressed disappointment that only 25 surveys were completed at the November Open Day. The Vice Principal responded that this was a new initiative and that a number of key themes had emerged from this. Further follow would also be undertaken where consent had been given to do so. A further survey was planned for the next Open Day and different approaches would be explored with the aim of achieving a higher response rate.

A Member reported how much he had enjoyed attending the last Open Day and asked that a reminder was sent for future Open Days. The Director of Governance confirmed that all Open Days were listed in the Corporation Calendar and that the Chair of Corporation was coordinating Governor attendance at these events. The Vice Chair and Mr Cooper offered to attend the Open Day scheduled for 27 January in the absence of the Chair of Corporation.

The Corporation NOTED the report.

17/24 FE COMMISSIONERS' REPORTS

The Principal reported that an update meeting had been held with the FE Commissioner in the first week of January and that a draft report had been received and was being reviewed with the Chief Operating Officer. Following their comments to the draft, a final report would be provided for sign off. She reported that the process had been helpful in validating self-identified themes and that there had been some points of learning. It was anticipated that a fuller report would be given to Corporation in the near future. She expressed her intention to request a curriculum efficiency review and that this would enable an accurate costed Curriculum Plan.

The Corporation NOTED the report.

The Chief Operating Officer left the meeting.

18/24 MARKETING AND COMMUNICATION STRATEGY

The Principal presented the Marketing and Communication Strategy. The aim was to conceptualise key components of the strategy, with the concepts tested out with a view to achieving a clear strategy around marketing and identity. The strategy was ambitious but achievable, she considered. She noted that there was not currently a marketing team in place. The intention was to define a clear brief and then look outward to commission a piece of work to a local company.

The Chair commented that if the right company was secured the contract would 'pay for itself' through additional student recruitment. She enquired as to the resource for social media. The Principal responded that this was currently undertaken by one person on a part-time basis. The current social media activity was maximising opportunities around national campaigns but she would like to see more work in capturing real student stories. There wasn't capacity to achieve this in-house currently.

The Vice Principal spoke of the engagement with employers through a calendar of events including networking breakfasts. Monthly events were planned going forward.

A Member commented that he did not see a business rationale in the paper though he considered that this had been verbally addressed. He emphasised the importance of a clear briefing for any marketing agency appointed and a clear steer on business objectives.

A Member enquired regarding market analysis and the Vice Principal responded that work was being undertaken looking at marketing tools and analytics with regular updates to implement every fortnight and assess impact.

The Principal acknowledged that a clear brief was critical and that knowledge of conversion rates and success was crucial.

A Member enquired regarding identifying new markets and queried how comfortable the College was going out on this. The Principal responded that this was part of the conversation.

A Member suggested a separate phone number at low cost to monitor success of marketing activity. The Principal responded that this could be achieved with a code, for example, 'ask for Janet'.

The Corporation CONSIDERED the report, REVIEWED the Marketing and Communication Strategy, and APPROVED the implementation approach.

19/24 ACCOUNTABILITY PLAN

The Principal presented a progress report on the Accountability Plan. There was good progress to date. The intention now was to align the Accountability Plan with the emerging strategy.

A Member asked if there were any areas of concern regarding progress and the Principal confirmed that there were no areas of concern.

A Member asked whether there was a requirement to publish interim reports and it was confirmed that there was not.

The Corporation NOTED the report.

20/24 EQUALITY, EQUITY, DIVERSITY AND INCLUSION

The Assistant Principal (SEND and Foundation Skills) presented the Equality, Equity, Diversity and Inclusion report providing an update on objectives. The last report was presented in October 2023 and this report covers the period 16 October – 1 December 2023. A revised Equality, Diversity and Inclusion

Policy was presented for approval. Cross College achievement data for 2022/23 was presented and areas where achievement gaps were identified were highlighted. She outlined actions from the EDI working group taking place or being developed for cross College activities. It was proposed that the Policy return to Corporation in October 2024, and it was noted that the cover sheet would need amending in this respect.

A Member commented on the number of reports that indicated that more students were struggling. He said that he didn't have a feel for how this compared with other colleges and that it would be helpful to have information on achievement to be reported to a future meeting.

The Principal confirmed that there would be a new set of Key Performance Indicators (KPIs) related to EDI as the current measuring was quite dated. It was suggested that it would be helpful for the new EDI Group Chair to report to Corporation.

The Corporation NOTED the report and APPROVED the EDI Policy subject to the amendment to the cover sheet outlined above.

21/24 ANY OTHER BUSINESS

The Support Staff Governor reported that the Student Governors have some ideas regarding bullying. The Assistant Principal (SEND and Foundation Skills) requested that they take them to Student Support.

22/24 SELF-ASSESSMENT OF MEETING

The Chair led a self-assessment of the meeting. She asked Members whether they felt the Corporation had met its responsibilities. It was agreed that there had been good triangulation with direct reporting from students.

She asked the Principal whether the Corporation has added value. The Principal responded that discussions had been helpful but that she would like to hear more from the Student Governors and said that it was necessary to look at ways to engage the Student Governors more in meetings. She encouraged the Student Governors that they have the same value as any other Member. The Support Staff Governor, acting as mentor to the Student Governors stated that they would look at what papers to focus their contribution on at their next mentoring meeting.

The Principal commented that she would also like to hear more from Staff Governors and particularly highlighted the Employee Code of Conduct as an example of where they could contribute and add value.

Thanks were formally recorded for the significant contribution and long service of Prof Nigel Hastings who had completed his term and for whom this was his last meeting.

23/24 DATES OF NEXT MEETINGS

Wednesday 28th February 2024 at 4.00pm