



**Minutes of the Corporation Meeting
Friday 8 July 2022 at 14:00
Boardroom - Coventry College**

Present: Anthony Gribben-Lisle (Chair in the absence of AB)
Kamal Bodhanker (Vice-Chair)
Jaspreet Atwal
Rachel Barr
Di Crookes
Rebecca Keeves
Tony Minhas
Sarfraz Nawaz
Carol Thomas
Tina Thorpe

In Attendance: Robert Griffiths Turnaround Director
Kay Kavanagh Head of Governance
Gemma Knott Vice Principal Business Growth, Engagement & Partnerships
Patrick Geary Vice Principal Curriculum Innovation, Quality & Performance

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1	<p>Welcome and Apologies</p> <p>AGL welcomed attendees to the meeting. AGL acted as Chair in the absence of AB. Apologies were received from Adam Boddison, Thomas Crane, Donna Kendall, Jemma McKenzie and Henry Seaton.</p> <p>It was noted that Tina Thorpe, Rebecca Keeves and Sarfraz Nawaz were attending remotely.</p>	
2	<p>Declarations of Interest</p> <p>Members were asked to declare any Interests, financial or otherwise, which they may have in any Agenda Item, there were no declarations made.</p>	
3	<p>Minutes of the Last Meeting</p> <p>Governors approved the Minutes of the meeting held on 5 April 2022 as a true and accurate record.</p>	
4	<p>Matters Arising</p> <p>Governors monitored action taken and remaining to be taken in respect of Matters Arising from the Minutes of previous meetings.</p> <p>PG advised that the Student Board will meet in early September to appoint a new Student Governor, along with a Deputy Student Governor.</p> <p>CT provided an update on the WMCA E&D Group, confirming that 8 Colleges are working in collaboration and sharing data (anonymous data) around roles,</p>	

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	ethnicity, staff, salary banding, gender etc. Action: CT to provide an update from the WMCA E&D Group at the December Corporation Meeting.	CT
5	<p>Determination of any Other Urgent Business</p> <p>Governors noted that there is one further item of business for the confidential agenda.</p>	
6	<p>Chair's Report</p> <p>AGL explained that the Staff Awards and Annual Meeting had been well attended and thanked Governors for attending also.</p> <p>It is hoped that Governors will be able to attend more events and have more opportunities to visit the College in the next academic year.</p>	
7	<p>CEO & Principal Report</p> <p>CT explained that things were returning to 'normal' at the College, post Covid, with events being able to take place with both learners and employers. The Jubilee event was a huge success.</p> <p>Students have attended various trips including, the Medical Museum in Leeds, the Victoria and Albert Museum in London, the Black Country Museum, Comic Con Event in London and Drayton Manor Park.</p> <p>The College managed to facilitate onsite, 900 learners sitting GCSE English on two occasions, and 1300 learners sitting GCSE Maths, on three occasions. It was incredibly well organised and a great team effort from the staff.</p> <p>Attendance, punctuality and behaviour have been issues nationally in the sector. A level of immaturity has been recognised in our learners this year and although we have managed to keep our attendance higher than previous years, there have been issues with punctuality with both 16–18 learners and adults. External training has been invested in, to provide staff training for behaviour management.</p> <p>CT provided an overview of some successes, highlighting:</p> <ul style="list-style-type: none"> • The College has successfully maintained the Matrix Accreditation again this year • The College has secured a place on the RoATP (Register of Approved Training Providers) for Apprenticeships • Annual ART SHOW and FASHION SHOW held at FARGO village • Successful productions from the Performing arts team and learners performed to audiences • Good for ME Good for FE Campaign <p>CT confirmed that the top 3 priorities or areas of concern are:</p> <ul style="list-style-type: none"> • sTEM: Ongoing difficulty in recruiting high calibre of staff plus the legacy apprenticeship issues which will impact on outcomes for 2021/22 • Preparation for Ofsted • Successful sale of Henley 	

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AGL thanked CT for the report.

Governors **asked** the following questions:

- Has any benefit been seen following the staff training for behaviour management? CT advised that the benefit will be seen in the Autumn Term when students return to college.
- A workgroup had been previously mentioned to look at future solutions to assist staff recruitment. Can you please provide an update? CT explained that SLT had considered other options, however, given the urgency of the recruitment issues and more immediate solutions required, a workgroup has not yet met.
- Given that most of the College was utilised for exams, will there be a need to look at an external venue for next years exams? CT explained that although an external venue had been used previously, it was not felt that this would be required moving forward. It would add complexities for students that would not be beneficial to them.
- How will improvements in student behaviour be measured? CT explained that this will be via Quality of Education Reviews, Security logs for major incidents, staff feedback and surveys.
- Will there be an external staff survey used? CT explained that the York Survey will be issued in the Autumn Term. This will enable the data to be benchmarked.

Governors received the **CEO & Principal Report**.

8 **KPI Update**

CT advised that the report provides an update on the performance against Key Performance Indicators set annually, the achievement of which will enable progress towards the Strategic Aims and overall College ambition.

Updates were provided within the report.

There were no questions.

9 **Financial Report**

RG presented an overview of the Management Accounts and Financial Report, highlighting:

- Cash generation is still strong, with cash balances assisted by the Skills Accelerator grant of £1.1m paid upfront and spent over time
- At month 10, net surplus is £1.35m ahead of budget. The forecast operating surplus for the full year has been increased to £1.4m (originally £0.6m) to reflect current overperformance
- Educational EBITDA is ahead of budget by £1,188k
- The college is on target to meet its banking covenants.
- Apprenticeships are Seeing growth in 16-18 and a decline in 19+ income, with overall recruitment in line with 20/21 levels
- FTEs on payroll is now running at a sustainable level
- With Step into Teaching excluded, agency spend is running below 19/20 and 18/19

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A Governor **asked** if agency costs still high for Engineering? CT explained that agency costs remain an issue for Engineering and also Electrical, Wood, Plumbing and Motor Vehicle. PG added that of 6 vacant posts in Engineering, 4 have now been filled.

Governors thanked RG and SLT for a positive report and were assured of continued positive financial performance of the College.

10 **Financial Approvals**

a) Budget 2022-23

RG explained that a thorough review had taken place which included:

- LMI briefing for all managers
- Launch workshop session led by the Principal setting the annual objectives of the curriculum plan
- Initial round led by the Director of MIS
- Second round led by the Vice Principal- Curriculum Innovation, Quality and Performance and the Vice Principal- Business Growth
- “Star Chamber” process where SLT interrogated the curriculum plan and agreed decisions around staffing and capital required to deliver the plan for each curriculum area.
- Two final approval stages at SLT where internal sign off was agreed.

RG confirmed that:

- Vacancies are considered and the budget assumes that these are filled.
- There is an increase in non-pay of 175k due to Catering provision coming in-house
- The budget is robust and prudent

A Governor **asked** how the 1% pay increase had been received by staff. CT explained that it had been received well. More still needs to be done and future increases will be considered in future years.

Governors **approved** the Budget 2022-23

b) CFFR forecast to July 2024

Forecast to July 2024 was prepared in May to allow discussions to be had with Barclays over extending the loan by a further year. A CFFR will be submitted to the DfE in July. It is likely that further refinements will be made to this forecast between now and submission to the DfE. The forecast meets the Barclays covenants and allows the college to operate sustainably while further consolidating its financial position. The DfE financial health score for the forecast years is calculated as Good.

RG highlighted the following:

- Overall the EBITDA is still strong
- The Balance Sheet shows stable levels of Cash
- Negative cash generation in FY22 is driven from the extra £3m of loan repayments made to Barclays.

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	<ul style="list-style-type: none"> Negative cash generation in FY23 is due to spend of DfE capital grant received in FY22. £9m down to £4.5m for Barclays debt in two years is significant. This will potentially reduce further to £1.5m in FY24 <p>Governors approved the CFFR forecast to July 2024, ahead of submission to the ESFA.</p>	
11	<p>Ofsted Update</p> <p>PG provided an update on the handbook for Inspections. Ofsted will be inspecting every College prior to September 2025 to gain a national view of how Colleges are meeting the local skills need. This element of the inspection will not be a limiting grade, and 6 days' notice will be given (for the skills element of the inspection only).</p> <p>A governor questioned how proactive the College is being, given the new inspection requirements. CT explained that the college is already focusing on the local skills need, and that the college has strong employer relationships in place. PG added that a delivery plan is also in place, working closely with the WMCA.</p> <p>Actions:</p> <ol style="list-style-type: none"> Updated handbook to be distributed to Governors Meeting to be arranged for governors to look at the Ofsted Inspection for Governors in more detail Governors to advise KK if they wish to be a Lead Governor for skills. <p>Governors agreed that Ofsted needs to remain a high area of focus, and acknowledged that it will remain an ongoing focus.</p>	<p>KK</p> <p>PG / KK</p> <p>ALL</p>
12	<p>Education & Standards</p> <ol style="list-style-type: none"> Governors received the minutes from the meeting held on 16 June 2022, and received a verbal update from the Committee Chair. There were no questions. Governors approved the Education & Standards Committee Terms of Reference 2022-23, noting the increase to a membership of 6 Governors for the committee. Governors approved the Education & Standards Committee Annual Cycle of Business 2022-23 Governors approved the Curriculum Delivery Plan 2022-23, on the recommendation of the committee. 	
13	<p>Search & Governance</p> <ol style="list-style-type: none"> Governors received the minutes from the meeting held on 31 March 2022, and received a verbal update from the Committee Chair noting that the Skills Audit will be re-issued in the Autumn Term. There were no questions. Governors approved the Search & Governance Committee Terms of Reference 2022-23 Governors approved the Search & Governance Committee Annual Cycle of Business 2022-23 Governors approved the Standing Orders 2022-23 	

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14	<p>Finance & Resources</p> <ul style="list-style-type: none"> a) Governors received the minutes from the meeting held on 28 June 2022, and received a verbal update from the Committee Chair, noting that most matters had been covered above. There were no questions. b) Governors approved the Finance & Resources Committee Terms of Reference 2022-23 c) Governors approved the Finance & Resources Committee Annual Cycle of Business 2022-23 d) Governors approved the Financial Regulations policy 	
15	<p>Audit</p> <ul style="list-style-type: none"> a) Governors received the minutes from the meeting held on 13 June 2022, and received a verbal update from the Committee Chair. Governors noted the good progression in relation to Audit recommendations, with only 1 remaining. b) Governors approved the Audit Committee Terms of Reference 2022-23 c) Governors approved the Audit Committee Annual Cycle of Business 2022-23 d) Governors approved the Risk Register, noting the updated format and the addition of trends being added in the Autumn Term. e) Governors approved the Internal Audit Plan 	
16	<p>Governance Calendar 2022-23 Governors approved the Governance Calendar 2022-23</p>	
17	<p>Governor Appointments Governors approved the following:</p> <ul style="list-style-type: none"> • a second term of office for Rebecca Keeves to 07/10/2025 • a second term of office for Jemma McKenzie to 07/10/2025 • a third term of office for Tony Minhas to 30/09/2024 • the extension of the Term of Office for Henry Seaton to 31/12/2022 <p>Governors noted that a Staff Governor election will take place in the Autumn Term</p>	
18	<p>Governance Arrangements 2022-23 Governors discussed and approved the committee membership for 2022-23.</p> <p>Action: Governor to advise KK should they wish to be the lead governor for any of the following:</p> <ul style="list-style-type: none"> • Skills • Business Growth • Sustainability • Equality, Diversity and Inclusion 	ALL
19	<p>SharePoint & use of College Emails KK advised that a SharePoint site is being developed for use by Governors. This will enhance the current 'document folder' already in place, by adding additional content such as training links, induction links, meeting details, governor policies and governor news.</p>	

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Governors were reminded about the need to use College Email addresses, although KK will be adding the papers to the 'Ms Teams' invite for all meetings (The meeting invites can be sent to personal emails if required, in the short-term).

20 **Any Other Urgent Business**
There was no other urgent business.

Non-Governors and Staff Governors left the meeting at this point.

21-24 **Confidential Agenda Items**
See Confidential Minutes

25 **Date and Time of Next Meeting**
Wednesday 14 December at 4pm, Boardroom, Coventry College

There being no further business, the meeting concluded at 16:30

Signed:

Date: