

Non-Confidential Minutes

CORPORATION MEETING

Date:	12 th December 2022	Time:	3 PM
Chairperson:	Sally Osmond	Location:	UCN Rm. 286

Members	Name	Present	Role
1.	Glyn Howells (GH)	*	External Member (Vice Chair)
2.	Iain Wolloff (IW)	*	Principal & Chief Executive
3.	Javaid Iqbal (JI)	*	External Member
4.	Martin Hamer (MH)	*	External Member
5.	Peter Lambert (PL)	*	External Member
6.	Sally Osmond (SO)	*	External Member– Chair
7.	Stuart Compton (SC)	*	External Member
8.	Chelsea Cordiner (CC)	*	External Member
9.	Sue Richardson (SR)	*	Staff Representative
10.	Tim Major (TM) (Online)	*	External Member
11.	Tom Rossiter (TR)	*	External Member
12.	Julian Cooper (JC)	*	External Member
13.	Gavin Brooks (GB)	*	External Member
Apologies:			
1.	Shelly Van Meter (SVM)		Staff Member
2.	Nick Fox (NF)		External Member
3.	Alfie Green (AG)		Student Representative
4.	Sam Dibas (SD)		External Member
5.	Lauren Bailey (LB)		Student Governor
In Attendance:			
1.	Cathy Wright (CW)	*	Director of HR and Support Services
2.	Didem Allen (Left 5pm)	*	Director of Finance
3.	Jo Houghton (JH)	*	Director of Business & Partnerships
4.	Lee Hunt (LH)	*	Vice Principal
5.	Richard Lee (RL)	*	Clerk to Corporation – Minute taker
Quorum:	7 required	*	13 present at start - meeting quorate

Item		Reports
1	Apologies for absence There were apologies from NF and SVM.	
2.	Declarations of interests There were no declarations of interest made.	

3	Governance	
3.1	<p>Approval of new Governor SO proposed Prof. Gavin Brooks – an HE consultant – as a potential Governor for the Board.</p> <p>The appointment of GB was unanimously approved by the Board.</p>	Paper – p.3
3.2	<p>Search & Governance Update SO updated the Board on S&G matters. SO noted that that new governors are needed to ensure all committees are quorate; all committees require 3 governors to be quorate. SO noted the need for additional Governors for all committees but highlighted the need for recruitment for the Remuneration, Finance and Search and Governance committees.</p> <p>SO noted external board review services have been reviewed from the IOD and the AOC which were priced at £7,500. SO noted no substantive difference between the providers. SO recommended an External review be conducted early in 2023. SO noted Committee TORs are undergoing systematic revision and approval. Training records have been reviewed; SO highlighted the importance of statutory training.</p> <p>SO noted that the role of Governors during an Ofsted inspection has been re-evaluated; an Ofsted inspection will likely occur in 2023. MH asked how much notice the College gets for an Ofsted visit. LH responded one week. GH asked if the move of colleges back into the public sector required any new changes to governance to be introduced or audited. SO responded that no additional areas have been identified. IW responded that currently NC remains a corporation and the Board retains the same responsibilities it had at its formation.</p>	
3.3	<p>Minutes of the previous meeting <u>3.3.1 - To approve the minutes of the previous meeting</u> MH asked what the progress on the installation of a sound system in the College restaurant was. RL noted that a temporary sound solution was being trialled. CW noted that budgeting constraints might prevent the purchase of a permanent sound system. LH noted that the restaurant is a curriculum area and installation of a sound system might adversely affect this functionality. SO noted that potentially meetings might be held in the UCN not in the restaurant.</p> <p>Minutes passed without correction.</p> <p>The Board approved the Non-Confidential Minutes of the meeting held on 10th October 2022. No questions or clarifications were put forward.</p> <p><u>3.3.2 - To approve the confidential minutes of the previous meeting</u> No questions or clarifications were put forward.</p> <p>The Board approved the Confidential Minutes of the meeting held on 10th October 2022.</p>	<p>Paper – p.8</p> <p>Paper -p.14</p>
3.4	<p>Matters arising from the minutes / Action Log RL noted in relation to action 55 - RL inquire about the options for microphone installation - that discussions regarding the installation of a sound system in the restaurant have been held and a temporary solution is being trialled. RL noted in relation to action 56 Corporation - RL to distribute Governor email details within 2 weeks – that all Governors have a College email account and email is being sent to</p>	Paper – p.18

	<p>both personal and College emails. RL noted that in relation to action 57 - RL to distribute to all governors a biography exemplar and pro formas - Governor biography templates had been sent to all Governors.</p> <p>Jl, JC and GH noted their email accounts are not working. RL responded he would resend the login details.</p> <p>RL to follow up on Governor biographies.</p>	
4	College Reports	
4.1	<p>Principal's Report*</p> <p>IW received questions on the Principal's Report. The Principal's report is provided for each meeting of the Corporation, to provide a brief summary of current issues for the sector and key issues for the College, since the last Corporation meeting. IW highlighted 2 key sector issues:</p> <ul style="list-style-type: none"> • ONS Reclassification • Autumn Fiscal Statement <p>And three key College issues:</p> <ul style="list-style-type: none"> • Quality Reporting • Finances & Cashflow • College events and news <p>IW cautioned that the ONS reclassification although not currently affecting NC, will potentially have significant ramifications in the future. IW cautioned NC may be required to ring fence proceeds for reinvestment in capital projects which countermands NC's intention to dispose of land to create income to manage the exit from the PFI. IW noted meetings with the ESFA and FEC indicated an application would need to be made to the DfE to use land sale income to pay for the PFI exit. IW noted the alternative is that funds from the land sales would be used for other projects, and central government would fund the PFI costs. IW noted that the ONS decision might, in relation to the PFI, see more support. GH noted the PFI functions like a mortgage with high initial interest costs and then a move towards capital costs; as NC is paying capital costs this could be used to argue for increased funding. IW highlighted that NC will not in the longer term be allowed to use commercial insurance. IW highlighted that subsidiaries to colleges will also be part of the public sector. IW suggested that NC does not currently move forward with changes to the pension as further Government guidance will be required. GH noted a separate pension scheme would be seen as novel or contentious. IW noted that funding will be reprofiled to offset the funding dip and that additional new or repurposed capital funds will be available.</p> <p>IW noted the fiscal statement did not impact significantly on FE. IW noted that in relation to internal quality issues, quality reporting demonstrated that NC remains good with good provision.</p> <p>MH asked if the budget would indicate break even after the pension adjustment and PFI charges were removed and building costs and marketing costs added. IW responded that £460,000 refers only to a PFI premium, the actual reduction in costs after the PFI ends is £1.2-1.3 million annually. The operating position would be in profit. Due to adjustments made last year, the cash position is positive</p> <p><u>Please refer to the confidential minutes for additional discussion.</u></p>	Paper – p.19

<p>4.2</p>	<p>Student Governor Report*</p> <p>LH reported gave the Board an update of key student issues. The college have two Student Governors that represent the 16-19 and 19 + student cohort. Both Governors provided feedback for the report. The 16-19 feedback comes from the Student Council which has representatives from numerous programmes of study across the Career Academy. The 19+ focus is linked to the UCN and take into account all adult students. College wide Student surveys are conducted post induction and at the end of the year; headline findings from the recent Induction Survey are included within the report. This feedback allows CLT to focus on areas for improvement and understand the mood of the students, taking into account their views and informing them of both key actions and ongoing improvements. LH highlighted:</p> <ul style="list-style-type: none"> • The end of year survey findings are included in the College SAR and have been taken into account when formulating the quality improvement plan. • The induction survey has seen a significant improvement in yield with 75% of the students responding. This is an improvement on last years yield of 44%. <p>LH noted that:</p> <ul style="list-style-type: none"> • 19+ Student Governor feedback is very positive, and students feel supported • 16-19 Student Governor feedback is very positive with students feeling safe and supported at the college. • Off Study Programme enrichment activities are improving but further work in consultation with the Student Council is needed. <p>LH cautioned that:</p> <ul style="list-style-type: none"> • Attendance at Corporation Meetings by the 16-19 Governor is under review and a Deputy has been appointed. With the expanding 19+ student cohort further consideration is needed regarding the representation of students from the Distance Learning and Apprenticeship cohort. <p>SC asked what enrichment covers. LH responded that enrichment constitutes two parts; on program enrichment which are managed by course tutors that, for example, introduce a third party into the classroom as part of the curriculum. Off program enrichment are enrichment opportunities that are not specific to a student’s chosen course, and which are run by an enrichment coordinator.</p> <p>GH noted the figure in ‘the 19+ Student cohort has grown by c.10000...’ (p.25) should read 1000.</p> <p>GB asked if assignment feedback timing applied to FE or was generalised to HE. LH responded it was generalised to HE. JH noted that problems related to feedback time require further analysis.</p>	<p>Paper – p.24</p>
<p>5 Curriculum & Quality</p>		
<p>5.1</p>	<p>Report from the Curriculum & Quality Committee</p> <p>SO reported to the Board on the work of the C&Q Committee. SO reviewed the discussions and recommendations from the C & Q Committee on several items. Due to the resignation of both the Chair and Vice Chair of this committee since the last meeting, SO chaired this meeting. It is hoped that this is a one-off situation and new a new Chair will be elected shortly. The focus of the meeting was centred on ‘impact’ and review of several of the measures to judge focus were brought before the Committee. This included an evaluation of the FE Quality Improvement Plan, an evaluation of the FE and Apprenticeship Self-Assessment Report, the HE Self Evaluation Report and the Equality, Diversity and Inclusion Annual Report. The C&Q Committee also received updates on Safeguarding including Online safeguarding requirements for governors and an evaluation of the College’s provision in relation to local needs. SO highlighted:</p>	<p>Paper – p.30</p>

	<ul style="list-style-type: none"> • Good progress in our evaluations. • Well planned and presented SAR sessions (attended by Gavin Books, Tim Major and Sally Osmond, for some sessions). <p>SO cautioned that:</p> <ul style="list-style-type: none"> • Concerns were expressed related to the provision of Maths and English teaching. • Sufficient governors on this Committee to ensure robust review and challenge. • No Chair or Vice Chair currently in place. • Ofsted expectations of Governors understanding and whether they are sufficiently briefed to respond. <p>GB noted marketing remains a key area of concern; separation of FE and HE recruitment remains problematic and moving forward marketing needs to be re-evaluated. GB noted that staff presentations were good. SO noted the self-appraisals were consistently accurate or under-represented the true level of accomplishment.</p> <p>LH noted that maths and English teaching for 16-19 is embedded in the study program – students working on a qualification have alongside their qualification the option to study maths and English, in addition to the EVE pastoral program. LH noted that academic programs are good, EVE requires some additional work and maths and English has been restructured as previously the courses over delivered on staffing and hours. LH noted that maths and English require a stronger operational leadership.</p> <p>SO cautioned that more Governors are required for the C&Q committee, and that there is a need to develop a clear understanding of what information an Ofsted inspection would require.</p>	
<p>5.2</p>	<p>Quality Reports</p> <p>LH asked the Board to consider the recommendation of the C&QC to approve the:</p> <p><u>5.2.1 - College FE & Apprenticeship SAR</u></p> <p>To consider and approve the FE and Apprenticeships SAR 2022/23. The college FE and Apprenticeships self-assessment report outlines the key judgements linked to the Education Inspection Framework which is used by Ofsted as the foundation that supports the evaluation of the effectiveness of a provider in its function. In making their judgement for overall effectiveness, Ofsted will consider whether the quality of provision is good or whether it exceeds good and is therefore outstanding. If it is not good Ofsted will consider whether it requires improvement or is inadequate. A provider will be inadequate under a particular judgement if one or more of the inadequate criteria apply. In judging the overall effectiveness, Ofsted will take account of:</p> <ul style="list-style-type: none"> • The overall effectiveness judgement for each type of provision inspected • The 4 key judgements of Quality of Education (QoE), Behaviours and Attitude (BA), Personal Development (PD) and Leadership and Management (L&M). <p>The SAR Panels have convened and in line with the Education Inspection Framework (EIF) have agreed the findings and endorse the SAR and QIP. LH highlighted that the overall effectiveness of provision is graded as 2 (Good). The strengths and weaknesses to support this overall judgement is outlined at:</p> <ul style="list-style-type: none"> • SAR Overall Effectiveness – page 7-10. • SAR types of provision – page 11-15. <p>LH noted that:</p> <ul style="list-style-type: none"> • Areas of the Quality Improvement plan shown as Green, Amber or Red remain a focus for the coming year. <p>LH cautioned:</p> <ul style="list-style-type: none"> • Support Staff FL. 	<p>Paper – p.31</p>

- Some vocational areas that underperformed in 21-22 which are highlighted within Appendix 1.
- Maths and English outcomes with particular concern linked to GCSE outcomes.
- Design, development and delivery of the Employment, Enrichment and Pastoral elements of 16-19 Study Programmes.

Jl asked, regarding tutorials, what the ‘process is planned but not fully structured’ means. LH noted that if a topic such as EDI was being delivered it would be taught within the 1st 6 weeks or term, but not all tutors would deliver this content. LH noted currently a senior pastoral tutor is employed to work alongside tutors to deliver pastoral content. CC asks if the tuition sessions are planned for tutors. LH affirmed this was correct.

5.2.2 - HE SER

JH asked the Board to consider and approve the HE SER 2021/22. Overall, HE applications were 2% higher in 2021/22 and enrolments increased by 12%. This met the HE QIP target of a 12% increase in student recruitment for 2021/22.

Widening Participation Based on English Index of Multiple Deprivation (EIMD)

The college has increased the number of students from the most deprived areas.

Gender

There is a three-year trend of fewer females enrolling than males. This is mostly attributed to the UCN’s largest provision being Engineering where most students are male.

BAME Registrations/Enrolments

The demographic of Newbury BAME is 6.1%. The intent is that recruitment of BAME students aligns to the regional demographic. HE BAME (2021/22) is 4.6% (1.5% below target).

Assessment and Achievement

Overall achievement for L4 and L5 courses and apprenticeship has improved. Achievement of high grades for the Engineering Degree and Higher National Diplomas continues to be outstanding. Achievement of high grades on the BEng (Hons) Engineering programme for 2021/22 is outstanding 73.9%.

Concerns, Complaints and Appeals

The rate of academic appeals and complaints are commended as no formal assessment appeals and no complaints were received in the academic year 2021/22.

Course Design and Development

HE programmes in the UCN undergo a detailed curriculum process to ensure they are aligned to the College’s strategic priorities and meet the needs of local industry and employment. The College is working actively with the Thames Valley Chamber of Commerce as the Employer Representative Body for development of the Local Skills Improvement Plan. An example is the development of the Manufacturing Engineer Degree Apprenticeship and BTEC HND Engineering (Manufacturing) in response to an employer’s needs.

Student Engagement

Overall attendance for the UCN is 92.3%. Student feedback is excellent as evidenced in 100% overall satisfaction in the 2021/22 National Student Survey (NSS), the Adult Student Governor’s report and the internal On-Programme survey.

Paper – p.35

	<p>GB cautioned that as NC grows the challenge of maintaining results will grow and grades will drop. GB noted that the table on page 36 should include student numbers to better understand what is happening. MH noted 74% 1st degrees is remarkable and would place NC in the top 10% of universities but opens the College to external criticism. GB noted that a drop in results could be perceived as dropping standards. JH noted that more direct entry students will result in a shift in results – most current students are employee sponsored or on an apprenticeship. JH noted more direct entry students are being targeted for recruitment.</p> <p>SO asked the Board to approve the College FE and Apprenticeship SAR. The Board unanimously approved the College FE and Apprenticeship SAR.</p> <p>SO asked the Board to approve the HE SER. The Board unanimously approved the HE SER.</p>	
<p>5.3</p>	<p>Equality, Diversity & Inclusion Annual Report</p> <p>CW asked the Board to approve the Equality, Diversity and Inclusion Annual Report 2021-22, recommended by the C&Q Committee. This report will be published on our Web Page in accordance with statutory guidance. The report summarises key areas of Equality, Diversity and Inclusion:</p> <ul style="list-style-type: none"> • Overview and statement of intent. • Student Achievements according to equality criteria. • Staff profile according to equality criteria. • Review of 2021-22 Action plan. <p>CW highlighted:</p> <ul style="list-style-type: none"> • The actions identified in the plan have been achieved <p>CW noted:</p> <ul style="list-style-type: none"> • The profile split of students and staff has not changed significantly <p>CW cautioned:</p> <ul style="list-style-type: none"> • Ageing workforce. <p>GH noted that the Board does not represent the community and asked if data can be tracked on how representation at a junior grade is maintained into senior ranks. CW affirmed this can be done.</p> <p>SO asked if the EDI annual report could be approved by the Board. The Board unanimously approved the EDI annual report.</p>	<p>Paper – p.37</p>
<p>5.4</p>	<p>Duty to Review Provision in Relation to Local Needs</p> <p>JH asked the Board to review the briefing on the Duty to Review Provision in Relation to Local Needs. Section 52B of the Further and Higher Education Act 1992, as amended by the Skills and Post 16 Education Act 2022 places a duty on governing bodies to review how well the education or training provided by the College meets local needs and to consider what action might be taken to better meet those skills needs. The Duty came into place on 28th June 2022 and it requires Governing bodies to undertake a review of the College provision at least every 3 years, or when a new Local Skills Improvement Plan (LSIP) is published. The outcome of the review must be published on the College website. The first draft LSIP for the Thames Valley is due to be published in June 2023. Governing bodies must consider what actions they and other providers (including providers not subject to the duty, and those allocated outside of the local area) can take to better meet local needs, to better ensure learners have the skills needed to secure suitable employment. There will also be a separate, non-statutory duty to produce Accountability Agreements which are between governing bodies and the Department for Education and will apply from the academic year 2023-24. Guidance on accountability agreements is due to be</p>	<p>Paper – p.38</p>

	<p>published late 2022. The responsibility for the curriculum offer rests with individual governing bodies and actions could include changes to the structure through which provision is delivered within a local area.</p> <p>JH noted the report provides some background information on national and regional skills policy and some Labour Market Intelligence. This information may be useful for governors to provide some additional context. Local Skills Improvement Plans (LSIPs as defined in the Skills and Post-16 Education Bill) are part of the government’s strategy which aims to reshape the technical skills system to better support the needs of the local labour market and the wider economy. The implementation of LSIPs, nationally and in the Thames Valley, are a matter for national policy makers. Crucially, the LSIP will provide labour market information that governors can use to hold FE Colleges to account on how they respond to local needs. The deadlines for development of the Thames Valley LSIP are 3rd October 2022 Draft LSIP and Budget submitted. Early November – approval of draft Plan/ agreement of Budget. November-December 2022 Employer Events. January – May 2023 writing. LSIP submission June 2023. All Local Skills Improvement Plans will be published on Gov.UK website.</p> <p>SO noted this review will be under the remit of the C&Q Committee. SO asked If NC is only considered to be covered by one area. JH responded that NC is placed within a broader area including Swindon, the Thames Valley and other regions. GB reinforced the importance of engaging with LSIPs and asked what additional work was being conducted. JH responded that they are planning on getting NC representation on the SAP, through the WBTC.</p>	
6	Finance & Resources	
6.1	<p>Report from the Finance & Resources Committee</p> <p>GH asked the Board to receive a report of the work of the F&R Committee. GH noted that some elements of the F&R Committee agenda were not approved because the Committee was not quorate. GH noted the ToRs were signed and will be referred to the FGB for review. GH noted that student numbers were close to the numbers forecast and LA funding and income was higher than budgeted with no increase in costs. GH noted some underspend in the first 2 months due to staff shortages. The current financial position is better than that budgeted, which will improve the cash position. GH noted in relation to the balance sheet that the debating position is effectively managed, with little debt over 3 months old. GH noted student enrolment is good. GH noted ESFA benchmarking and data was reviewed and showed once PFI costs are removed, the College financial situation would be stable. GH noted that staff pay was also reviewed.</p>	
6.2	<p>Financial statements for year ended 31st July 2020</p> <p>IW asked the Board to consider the recommendation of the F&RC to approve the Statutory Accounts 2021-22. The final version of the Annual Report and Financial Statements, the Audit Management Report, the Letters of Representation, and the Regularity Self-Assessment Questionnaire, will be considered by the Audit Committee on 8th December, who will confirm their recommendation to the Board meeting on 12th December. The Annual Report and Financial Statements are compiled by the Auditors on behalf of the College, based upon the financial data considered throughout the process of audit.</p> <p>IW noted that after ‘paper’ accounting adjustments are made – notably the pension valued at c.£7 million – the general position is NC would break even. If other accounting adjustments are made, the net position for NC is that it would have made a slight profit, but this includes exceptional capital, for example for T level provision.</p>	Paper – p.44

	<p>DA noted the deficit is £1.085 million but £986,000 relates to pension adjustments. Of the cash, c.£600,000 relates to T Levels but spending has been reprofiled to retain the cash as long as possible. DA noted the AEB clawback has been adjusted from £300,000 to £100,000 and the accounts adjusted accordingly. SO asked if the letters need correcting before signing. PL and IW affirmed they will be adjusted. MH asked why the College does not have a reserves policy. GH responded because the College has negative reserves.</p> <p>PL noted that performance table (p.92) shows financial health as red but that NC is on track to be good, so should the table be modified. IW responded noted that EBITDAR worth £500,000 might be retrospectively rated as good. PL noted that a health score of 140 was exceeded – a score of 170 was achieved – so the target was met for 21-22 in terms of performance. SO suggested the plan be referred back to the SDC.</p> <p>SO asked the Board to approve the financial statements subject to minor corrections. The Board unanimously approved the financial statements subject to minor corrections.</p>	
6.3	<p>Monthly Management Accounts, Forecast & Cashflow</p> <p>DA asked the Board to receive the management accounts for the three months to 31st October 2022. The management accounts for the two months ended 31st October 2022 are presented as attached. The forecast includes the adjustment for the expected increase in income from Local Authorities (Element 3) by £200k. YTD variances in other income lines are due to profiling timing differences. The I&E and the cashflow forecasts are adjusted for the confirmed AEB clawback of c£100k which is £200k lower than the budgeted amount. Staff costs forecast will be updated following pay review completion. The cash flow forecast (page 7) predicts some further improvement to the cash position in the 'midyear dip', with the lowest point being 44 cash days in hand in March 23. This figure is above the ESFA threshold for concern at 15 cash days. DA noted:</p> <ul style="list-style-type: none"> • FRS102 adjustments are non-cash entries that are difficult to predict. £210k is included in our staff costs and £151k in our operating expenditure. <p>DA cautioned:</p> <ul style="list-style-type: none"> • Timing of land sale income is not certain. • 16-19 Growth funding of £65k budgeted in 2022/23. The DFE could decide not to fund growth, or it is possible that we miss this key metric. • Increase in High needs income will result in additional staffing costs in that area, but this may be offset by other staffing cost savings in the early part of the year. <p>SC asked if staffing vacancies were filled with agency staff at a greater cost? CW noted that agency staff are used for some positions, but many positions were covered, temporarily, internally. DA noted there is a separate budget for agency staff. IW noted that the FEC had reviewed the College finances and was satisfied with the current position.</p>	Paper – p.45
7	Audit	
7.1	<p>Report from the Audit Committee</p> <p>MH asked the Board to receive a report of the work of the Audit Committee. MH noted internal audit report and draft college accounts were reviewed. MH noted that a conversation between the non-officer members of the Board and the auditors showed no auditor concerns.</p>	
7.2	<p>Audit of the financial statements and regularity audit</p> <p>MH asked the Board to receive the Audit Management Report 21/22.</p>	Paper – p.53

	<p>To receive: 7.2.1. Audit Management Report 2021-22 MH reviewed the Audit Management Report for the Board – The report from the external auditor is to record the audit approach taken and the overall results of this work. The auditors’ report to governors any matters that came to their attention during the audit. The primary objective of the audit is to express an opinion on the truth and fairness of the College accounts.</p> <p>And to approve: 7.2.2. Letters of Representation Letters of Representation - the Board is asked to approve the contents of the two letters of representation, one relating to the audit of the financial statements and the other the Regularity Assurance Engagement. This is an annual requirement, with the draft wording being provided by the auditors for governors to approve and sign at the meeting of the Board at which the audit outcomes are presented.</p> <p>SO asked the Board to approve the Letters of Representation. The Board unanimously approved the Letters of Representation.</p> <p>7.2.3. Regularity Self-Assessment Questionnaire Regularity Self-Assessment Questionnaire – The Board is asked to approve the RSAQ. The ESFA publishes a regularity self-assessment questionnaire (RSAQ) to provide clarity of the accountability framework, key requirements and the type of evidence corporations may need to provide to their reporting accountant. This must be prepared annually to support corporations in drafting their statement of regularity, propriety, and compliance. Corporations must provide a copy of their completed RSAQ to the reporting accountant, signed by the accounting officer and chair of governors.</p> <p>SO asked the Board to approve the Regulatory Self-assessment Questionnaire sent to the ESFA. The Board unanimously approved the Regulatory Self-assessment Questionnaire sent to ESFA</p>	<p>Paper – p.70</p> <p>Paper – p.75</p>
<p>7.3</p>	<p>Audit Committee Annual Report MH asked the Board to consider the recommendation of the AC to approve the Annual Report of the work of the Audit Committee. The Audit Committee is required under the Standing Orders of the Corporation to produce an annual report for the governing body. This report must also be submitted to the ESFA in compliance with the Post 16 Audit Code of Practice.</p> <p>SO asked the Board to approve the Annual Report of the work of the Audit Committee. The Board unanimously approved the Annual Report of the work of the Audit Committee.</p>	<p>Paper – p.85</p>
<p>8</p>	<p>Strategic Development Committee</p>	
<p>8.1</p>	<p>SO reported to the Board on the work of the Strategic Development Committee and to review the discuss recommendations from the SDC on several items.</p> <p><u>Strategy</u> We continue to review Strategic direction and have concluded that our overall focus has not changed since the strategy was reconfirmed in May 2022. A specific item on Branding has been added to the agenda and we have asked the SLT to consider the</p>	<p>Paper – p.91</p>

	<p>branding of the College and its coverage of the various offerings the College provides. Initially staff will be consulted and then formulated into their ideas. The Committee are keen to understand what extra resources are needed to cover this piece of work.</p> <p>Action: RL to reorganise date of the Strategy Day.</p> <p><u>Climate action and sustainability</u> Progress on the climate action plan was presented and it seems that the action is turning into tangible deliverables. Concern was expressed as to the potential cost of actions and how much the college could financially support in this area with the current financial constraints. However, it was concluded that this should not limit the ambition set.</p> <p><u>Highwood Copse Primary School</u> Status of Highwood Copse was discussed. It is understood that all actions moving toward moving the school to another MAT are proceeding and approved.</p> <p>SO highlighted:</p> <ul style="list-style-type: none"> • A solid plan to bring PFI to conclusion is progressing • A new land sale opportunity is progressing <p>SO noted:</p> <ul style="list-style-type: none"> • Land sale progress continues to be slow due to on-going challenges in West Berks planning dept. <p>SO cautioned:</p> <ul style="list-style-type: none"> • Resources to deliver PFI closure and Climate sustainability proposals 	
8.2	<p>Strategic Plan Goals SO asked the Board to receive an evaluation of progress at Sept 2022. The Board is asked to receive the report on progress against the goals established in the Strategy and to consider any areas for further action. The College Strategy established a series of goals to be achieved by 2024, which are set out in the form of a ‘balanced scorecard’. Full details of progress against the balanced scorecard are shown below. Several of the measures rely on published national data which was not provided during the pandemic. However, the evaluation of progress suggests a green rating for 12 indicators, amber for 4 and red for 1 indicator (financial health). SO highlighted:</p> <ul style="list-style-type: none"> • Green rating for 12 indicators <p>SO noted:</p> <ul style="list-style-type: none"> • Amber rating for 4 indicators • Red rating for 1 indicator (financial health) <p>GH asked how the college is managing a potential upsurge in Covid numbers. IW responded that the DfE required Colleges to refresh their emergency plans in relation to winter infections (covid) and power cuts. CW noted that NC has recorded few covid cases. CW has suggested students get tested for Covid before coming back on the College site. GH responded that mask wearing should be encouraged.</p>	Paper – p.93
9	Remuneration Committee	
9.1	Report from the Remuneration Committee# <u>Please refer to the confidential minutes.</u>	
10	Confidential items – no staff members	
10.1	Pay & Conditions Review# <u>Please refer to the confidential minutes.</u>	

		Provided separately
11	Any other business	

* Denotes items not previously considered by a Committee of the Corporation

Denotes confidential items

25 May 2023

Sally Osmond

Sally Osmond (May 25, 2023, 3:41pm)



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Audit history log

Date	Action
Thu, 25th May 2023 15:41:35 BST	The envelope has been signed by all parties. (86.184.241.52)
Thu, 25th May 2023 15:41:35 BST	Sally Osmond signed the envelope. (86.184.241.52)
Thu, 25th May 2023 15:41:16 BST	Sally Osmond viewed the envelope. (86.184.241.52)
Thu, 25th May 2023 11:19:49 BST	Sally Osmond opened the document email. (172.224.227.29)
Wed, 24th May 2023 14:31:04 BST	Document emailed to sallymosmond@gmail.com (3.8.207.153)
Wed, 24th May 2023 14:26:04 BST	Sent the envelope to Sally Osmond (sallymosmond@gmail.com) for signing. (81.96.242.182)
Wed, 24th May 2023 14:25:10 BST	Sally Osmond has been assigned to this envelope (81.96.242.182)
Wed, 24th May 2023 14:15:56 BST	Document generated with fingerprint f4990e9d256f1e0eacae45ae3ab31da2 (81.96.242.182)
Wed, 24th May 2023 14:15:41 BST	Envelope generated by Richard Lee (81.96.242.182)