



**Minutes of the Board meeting held (via Microsoft Teams) on Monday 20<sup>th</sup> April 2020 at 5:00pm**

**GOVERNORS PRESENT:** Sean Lyons, Chair  
Andrew Cropley, Principal and CEO  
Kate Truscott  
Mary Mamik  
Tony Westwater  
Neil McDonald  
Steve Sutton  
Rebecca Joyce  
Sardip Sandhu  
Spencer Moore  
Charles Heaton  
Paul Frammingham  
Mark Williams

**ALSO IN ATTENDANCE:** Maxine Bagshaw, Clerk to the Corporation  
Louise Knott, Vice Principal: Communications, Engagement & Student Experience  
Jon Fearon, Finance Director  
Matt Vaughan, Vice Principal: Curriculum and Quality  
Suzanna Smith, Director: HR & Organisational Development  
Gavin Peake, Director: IT, Estates & Learning Resources  
Mike Firth, ESFA Observer

		<b>ACTION by whom</b>	<b>DATE by when</b>
<b>1</b>	<b><u>DECLARATIONS OF INTERESTS</u></b>  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.		
<b>2</b>	<b><u>APOLOGIES FOR ABSENCE</u></b>  Apologies for absence were received from Lee Radford and Mel Stirland. Absent without apologies were Clive Pitt, Jane Hawksford, Jessica Stowe and Sophie Welbourn.		
<b>3</b>	<b><u>NEW GOVERNOR APPOINTMENT – JOHN GRAY</u></b>  The clerk provided a verbal update and drew governors’ attention to the CV provided. She confirmed that, prior to formal interview, he had had		

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an opportunity to speak to the Chair and also Mary Mamik, given the potential that he would join the Standards Committee. She advised that the interview took place recently with Neil McDonald, Sardip Sandhu and Kate Truscott, and their unanimous recommendation is that John Gray be appointed. An observation made by one member of the board was that he appears to have quite a number of executive roles, and she asked whether he had commented on his ability to make an additional commitment. The Vice-Chair confirmed that this had been discussed with him and assurance was given in terms of the time commitment needed by the college. In terms of his other roles, he explained that one was ending soon and that the school governor role is very light, as is the local school in his village. On the basis of the assurance provided, the Board were happy to accept the interview panel's recommendation that he be appointed as a governor.

AGREED: To appoint John Gray as an independent governor from 20<sup>th</sup> April 2020 to 20<sup>th</sup> April 2024. It was also agreed that he be appointed as a member on the Standards Committee.

(John Gray joined the meeting at 5:05pm)

**4** **MINUTES OF THE MEETING HELD ON 12<sup>TH</sup> MARCH 2020**

The board reviewed the minutes and one typographical error was noted. In paragraph 11, it should read 'committed bullying' and not 'commissioning bullying'. Save for this one error, it was agreed that the minutes were a true and correct record.

AGREED: to approve the minutes of the meeting held on 12<sup>th</sup> March 2020.

There were no matters arising.

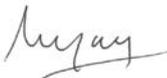
**5** **ACTION PROGRESS REPORT**

The board were happy to note the content of the update provided.

**6** **CORONAVIRUS UPDATE**

The Principal/CEO introduced this item and drew governors' attention to his comprehensive written report. He made the observation that these were extraordinary times, however, he has seen an extraordinary response from the college. He commended the Director of IT and Estates and his team in terms of an incredible job well done in moving the college to online delivery and home working. He confirmed that the Vice Principal: Curriculum and Quality's team is working hard to ensure high quality teaching and learning. This week there will be careful monitoring of student engagement after the Easter break.

The Vice Principal: Communications, Engagement and Student Experience is, together with her team, providing incredible support for

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Date: 14/05/2020

all learners, but particularly those who are vulnerable. All staff have been able to keep the college moving forward in challenging times. A business as usual approach is being taken wherever possible, including the recruitment of new staff. He expressed the view that staff response had been overwhelming and that they needed to be commended.

The Board were happy to note the detailed written report, and a number of updates were provided:

- The college is leading in Mansfield in terms of mask production, making use the college's 3D printer, and has also investigated whether there is the capacity to provide gowns for the NHS and/or care homes.
- Utilising the college's car park for NHS testing is being explored.
- The college will use the sports hall as a location for the distribution of laptops to students and staff.
- In terms of finance, the college thinks it will be in a positive position and there are no significant concerns at this stage.
- Focus is now on:
  - a) Summer assessment process and ensuring fairness and accuracy
  - b) Getting applicants on the right course; planning for the start of year and the anticipated increase demand for resits
  - c) Accessing government support regarding IT to students, to ensure continuing learning
  - d) New guidance on furlough.

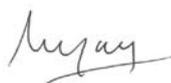
The board questioned whether the college is tracking its responses to the guidance issued. The CEO indicated that, whilst there is not a diary record being maintained, the college has been able to respond and is closely tracking the guidance. The most challenging aspect was the initial guidance regarding the college closure and the reasons to leave home; going to college not being one of them caused confusion and problems regarding attendance. The Vice Principal: Curriculum and Quality confirmed that he and the team are keeping a record of all actions in terms of teaching and learning delivery online engagement, as this will need to be provided to the ESFA and Ofsted at some point.

- Furlough – there are no plans to furlough staff and the college is trying to take a very honourable approach.

The Finance Director indicated that he and the team have just been able to finalise the March management accounts and the position is £1.3 million better than the original forecast. He advised that government support in relation to AEB and 16-18 funding is compensating for other challenges. He confirmed that he would circulate a financial risk update shortly. He explained that it was very helpful that the college had been successful in its strategy to build up direct AEB delivery and, at a critical

Finance  
Director

April 2020

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census point for the ESFA, the college had been able to demonstrate that it was on track in terms of the four-year allocation. As an overview, he advised that the college was not being put under financial pressure at this time.

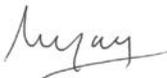
One member of the board made an observation that the report comments on a number of staff not engaging in teaching and learning remotely. The CEO indicated that this was not a red flag issue: it is a small number and the college is already seeing improvements. The Vice Principal: Curriculum and Quality provided assurance that this was a focus for him. A challenge from the board in terms of online delivery was whether or not this could continue as an option post the end of the crisis. The CEO confirmed that, nationally, there was a real culture change in terms of online learning and he believes that it can be used as a vehicle to improve and adapt going forward. He indicated that, in fact, some of the supported learners are doing better remotely as they are in a more comfortable environment for them. He expressed the view that the sector has broken through the glass ceiling in terms of online expectations.

In terms of staff not engaging in teaching and learning, the Vice Principal: Curriculum and Quality confirmed that all teaching and learning is being sampled, and there are 14 members of staff being supported. Of these, four are not engaging as expected and assurance was given that the college is now vigilant in relation to this. All agreed that future online learning should be a focus for college development.

One member of the board asked for an update in relation to the position for apprentices. The CEO advised that, on the whole, they are doing well. A survey was issued last week and three quarters responded positively regarding online learning. Any furloughed apprentices are being encouraged to undertake other aspects of their learning until they can resume hands-on activity. Some apprentices have been laid off, but this is not something that the college has control of. It was confirmed that, when the college becomes aware that an apprentice has been laid off, contact is made with the employer to ensure that they fully understand the government support initiatives available. Apprentices are now focusing on the off the job training elements; every apprentice is being contacted to maximise the opportunities in relation to this. The college is speaking to employers directly regarding furlough versus redundancy, and advising them of government support available.

There were a number of questions from the board, including:

- How is the college ensuring that students engage if they aren't doing so, for example because they don't have IT facilities and/or Wi-Fi?
- What will be the knock-on effect in terms of progression?

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The CEO advised that student engagement is largely better at the higher level, e.g. level 3 rather than level 1. He confirmed that the college is working hard to spread good practice to improve engagement. He stated that it was not simple but that staff were doing the best that they can. The IT team is working hard to support learners and is chasing down all known issues to address. In terms of Wi-Fi, there are a handful of learners in care where it is known that they don't have Wi-Fi. To address this, the college is purchasing Wi-Fi hotspots. In some cases, the local authority is providing SIM-only phones to provide Wi-Fi and this is being tethered to laptops.

It was confirmed that, in the vast majority of cases, the college is in contact with vulnerable and at risk learners. It was explained that, prior to Easter, there were 15,000 calls made. The college has been able to supply laptops and data dongles and, so far, has been able to respond to all requests for equipment.

The CEO advised that the college is looking at incentivising learner engagement, and that level 1 in particular is the challenge; for example, brickwork.

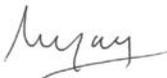
One member of the board asked what help and assistance is being provided to students in terms of university applications and guidance. The CEO explained that this is now a focus post-Easter and covers all aspects of progression.

AGREED: To note the content of the update provided.

## **7 SAFEGUARDING, PREVENT AND E&D – EXCEPTIONS REPORT**

The Vice Principal: Communications, Engagement and Student Experience drew governors' attention to her detailed report; of particular note was that, in March 2020, the college saw a decrease in referral. She expressed the view that this may be because the college no longer has "eyes on the students" and that April's trends/statistics will need to be carefully considered to assess the situation. She explained that there was currently a reliance on student self-referral, and the college needed to monitor this carefully. That being said, the team is now starting to see referrals following meetings taking place by Teams.

The college is anticipating that there will be an increase in the number of students who go onto CHINS plans, and may see more students needing help with housing as family relationships break down under the pressure of lockdown. She advised that there are 20 students who the college is seriously concerned about, two of whom are a real concern. One student attempted to take her own life on the Thursday before Easter and made a further three attempts over the break. She has now been referred to Millbrook hospital. The other student is a care leaver, and neither the college nor any other agency knows where she is.

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In terms of next year, the board were advised that there are 800 applicants who are being reviewed in terms of transition information required, and it is believed that some of these will be referred to the Inspire and Achieve charity as they are simply not going to be ready for a large college environment.

She drew the board's attention to the addendum proposed to the safeguarding policy in response to COVID-19, and confirmed that this is a national approach. The board were happy to approve as presented.

AGREED:

- a) To note the content of the update provided.
- b) To approve the annexe to the college's Safeguarding and Child Protection Policy as presented.

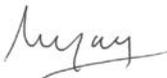
One member of the board questioned whether there was sufficient external agency support evident with staff being available. The VP confirmed that, so far, there had been no difficulties in getting hold of social workers as needed; however, the college is being asked to do more and more as social services support is being tested and/or withdrawn. A challenge from the board was that they would wish to ensure that the college has all the support required externally and that this needs to be carefully monitored.

The board asked whether there were any health and safety concerns in relation to staff. It was confirmed that the college is keeping a close eye on mental wellbeing. There are no students in college who require personal care, which is helpful as PPE is not as yet an issue. It was explained that staff have been encouraged to switch off phones and laptops at an agreed time so that the working day does not extend unreasonably. A challenge from the board was that there needs to be a line drawn for staff so that their wellbeing is protected. It was confirmed that there are daily wellbeing checks amongst staff. The Vice Principal's team had a formal supervision session before lockdown, and she explained that she is looking to repeat this virtually if at all possible.

**8 COMMITTEE CHAIR'S REPORT – FINANCE AND ESTATES MEETING 26<sup>TH</sup> MARCH 2020**

The committee chair drew governors' attention to his detailed written report and asked the board to consider in particular the recommendations section. The board were asked to:

- a) Note the content of the risk review undertaken in relation to the college's financial health due to COVID-19. He indicated that, at the meeting, it was very apparent that the team were fully engaged with the financial analysis early and there are clearly some ups and downs in terms of the forecast and budget. He expressed the view that risks will need to continue to be

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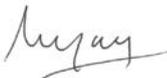
managed.

- b) Approve the increased AEB subcontract values proposed for Linden Management, Inspire and Achieve and Qualitrain. The board were happy to agree the recommendation made.
- c) Note and approve the college processes introduced in relation to profile payments to partners. He explained that it was the fair thing to do in terms of passing on payment to subcontractors as the college is being supported. There are clear governance arrangements in place to ensure robust analysis, this is very much a team approach. In terms of assurance to the board, he indicated that they should be satisfied that this is the fair thing to do, there are robust governance processes in place, and staff will ensure that subcontractors are playing with a "straight bat".
- d) Note and support the proposal to top staff up to full pay where the college or subsidiary places a member of staff on furlough. He described this as a moot point now, as the college is not intending to furlough any staff.
- e) Note the content of the February 2020 management accounts. It was acknowledged that this has now been superseded with the earlier updated provided at the meeting.
- f) Note the content of the health and safety midyear review for 2019/20. He confirmed that the committee had considered a comprehensive report and, whilst there are still a few issues to address at Station Park, the committee is content that management are addressing this. A challenge from one member of the board was whether or not "near miss" reporting can be changed to "near hit" reporting as this tends to influence the mind-set of staff and students to reporting.

An observation made by the board was that there is reference in the report to some aspects of PAT testing being out of date. They asked whether there was a comprehensive schedule in place and similarly in relation to equipment testing. The Director of IT and Estates confirmed that PAT testing was now 100% up to date, and he explained that it had been done through a phased report. He provided assurance that all statutory testing is up to date, even in COVID-19 circumstances.

**AGREED:**

- a) To note the content of the risk review undertaken in relation to the college's financial health under COVID-19.
- b) Approve the increased AEB values proposed for Linden Management, Inspire and Achieve and Qualitrain.
- c) Note and approve the college processes introduced in relation to profile payments to partners.
- d) Note the update provided in relation to furlough.
- e) Note the content of the February 2020 management accounts.
- f) Note the content of the health and safety midyear review for 2019/20.

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9 **CHAIR'S UPDATE**

The chair extended a note of thanks to the CEO and all of the management team. He expressed the view that new ways of working will emerge from the current circumstances. The college's initiatives to help the NHS should be commended and there is clear evidence that the college is harnessing opportunities

AGREED: To note the content of the update provided.

10 **OUTCOMES OF THE STRATEGY DAY 25<sup>TH</sup> MARCH 2020**

The Principal introduced this item and described the day as an ambitious first use of Microsoft Teams. It was noted that the event had been condensed given the current circumstances. The intention now is for him and the Vice Principal: Curriculum and Quality to establish a group that will look at future curriculum planning, and part and parcel of this will be the development of online learning. He confirmed that a further update and opportunity for discussion would be brought back to the board at the next development session in May. He confirmed that establishment of the learning companies had generated a lot of enthusiasm and staff are now working on developing these. Governors will be invited to be involved in shadow boards in 20/21.

Principal

May 14<sup>th</sup>  
2020

Principal

Sept 2020

AGREED: To note the content of the update provided.

11 **PRINCIPAL'S UPDATE**

The Principal drew governors' attention to his comprehensive written report and an update was given in a number of areas:

1) KPIs for 19/20 and data dashboard

He explained that, going forward, some of these will be quite difficult to report on, for example attendance.

2) Enrolment update

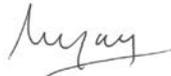
He indicated that apprenticeship recruitment is likely to be a significant challenge for the college.

3) Ofsted preparations

The college will not now be subject to an inspection during the current academic year, therefore, this heading will be managed through the quality and improvement action plan.

10) Automation and robotics

He advised that one member of the board has put the college in contact with another organisation to pursue plans given that the college's capital bid to the LEP was not successful. Also, he indicated that the college was trying to reach agreement with the LEP that any financial investment made by the college now can be used toward match funding for a bid in the future.

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11) Advanced manufacturing

The college is now hoping to develop this proposal into something more concrete.

14) Curriculum planning

He confirmed that this is now progressing with a level of excitement.

15) Armed forces covenant

He explained the context for the proposal and, in particular, the pledges. The board were happy to authorise that the Principal sign on behalf of the college. In terms of charity fundraising, a challenge from one member of the board was that it needs to be staff and students who identify the charities that they wish to support. The CEO confirmed that this was the intention, and to also encourage student debate regarding armed forces charities.

The board asked for an update in relation to Chesterfield Road, and it was explained that the college is still awaiting the Secretary of State's signature on the document to release the premises back to the college.

Principal

April 2020

In terms of business improvement projects, the CEO advised that staff presentations were now being scheduled via Teams. It was agreed that an invitation would be extended to governors to participate.

16 – Diary dates: A question from the board was in terms of what will and will not run, given lockdown. The CEO confirmed that he would keep governors updated on this.

AGREED: To note the content of the update provided.

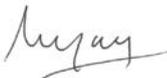
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**CRITICAL REFLECTION ON PRESENTATION AND USE OF DATA**

The Principal provided a presentation and set out the current KPI list. He explained that there are:

- 37 measures
- 12 finance-related
- Five largely set once per year with little variation thereafter
- One doomed to be red and two sure to be green
- Two showing green when we know there are risks
- A reasonable representation of overall health provided, however
- Reasonable alignment with strategic objectives as well as operational performance
- Potential to subdivide into committee PIs to allow greater scrutiny.

He explained that, whilst there were some imperfections to the list, it does give a reasonable overview and highlights clearly what the college and the board need to worry about. Option 1 is to refine and improve

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this approach.

The principal then went on to consider the college value chain from three different perspectives: student, employer, and community. He confirmed that all perspectives are really valid and the college tries hard to balance focus, and this is certainly the case within the senior team.

In terms of support activities, he indicated that it will depend on which value chain is chosen, but all would include:

- Financial services
- Human resources management
- Estates and facilities management
- ICT
- Management information
- Quality improvement

The college could develop a balanced scorecard approach, including:

- Customer perspective
- Financial perspective
- Internal perspective
- Innovation and learning perspective

He advised that the development of a balanced scorecard approach was something that the vice-chair Sardip Sandhu was supporting with, and that she would be attending the Exec team meeting tomorrow to discuss and share her thinking. The intention then is to present proposals for discussion at the governor development event on 14<sup>th</sup> May.

In general discussion, the board all agreed that the three perspectives are each critical for the college's future. A question and challenge from one member of the board was whether or not it was important to include funder and regulator perspectives, it being the case that the college and the sector does have other influences. The suggestion made was that it is important to be aware of the context, i.e. that the college is publicly funded and regulated

The Principal confirmed that a further update would be provided to the development session in May, and then formal proposals would go to the June board meeting.

Principal

June 2020

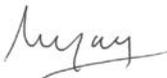
AGREED: To note the content of the update provided.

13

**EMPLOYER ENGAGEMENT STRATEGY – PROGRESS REVIEW**

The Vice Principal: Communications, Engagement and Student Experience introduced her written report and confirmed that, whilst there are some challenges, the college is making some good progress. Key matters noted were:

- Progress against year one targets in the employer engagement strategy had been somewhat slowed by lockdown and the

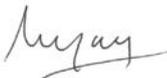
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impact of COVID-19.

- The area of biggest impact is within apprenticeships and work placements. Perhaps unsurprisingly, many employers are not willing to engage with a new apprentice and are considering strategies for the current trainees. The engagement team continues to work proactively to support employers at this challenging time and plan business for when things return to some semblance of normality. Work placements, including industry placements, were suspended on 20<sup>th</sup> March. As such, it is unlikely that targets relating to either of these objectives will be met this year.
- Prior to this, the college was starting to make real headway in its employer relationships, and was starting to develop a reputation with local employers for both training and the work it does with young people to prepare them for the world of work. This work continues virtually, with the Careers team working with young people remotely on a suite of employability skills modules.
- The business improvement project (BIP) for apprenticeships has made some good headway. There has been improvement to processes and procedures already implemented, and the college is currently on track to hit targets related to business processes improvement communication and experience for employers.
- As at 20<sup>th</sup> March, 80% of the college's young people had achieved the basic standards within the employability framework; this is short of the target of 90% but intervention work has been focused on those who are the furthest away and the hope is that this will increase by the end of the year.
- A reshaping of roles within the employer engagement team was completed in February 2020, with the new structure seeming to help with engagement and with compliance and process issues.
- Perhaps one of the biggest areas for development remains the consistent and high-quality use of OneFile, although progress has been made. The college is also working closely with construction and engineering on the development of new Standards for delivery. This is being done in partnership with employers.

In general discussion, she confirmed that the college is working on a project with NTU. Generally, there is still the commitment in place regarding supported internship placements, therefore the college is moving ahead with this. Online employability sessions are now being offered. Four work placement ambassadors have been agreed for next year. Pipeline for apprenticeship activity is looking quite strong, therefore the college will be ready for when the tap is turned back on. There may be a need to think about capacity once the doors open, as it is known that the demand is there. She provided assurance that the college remains in dialogue with employers, and all agreed that it is important to keep in touch during these exceptional circumstances.

Signed : \_\_\_\_\_  \_\_\_\_\_ Chair

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AGREED: To note the content of the update provided.

**14**      **GOVERNANCE TERM 2 REVIEW**

The Clerk introduced her written report. In terms of the data provided in relation to attendance, training and development, and governor engagement activities, the board were invited to review outside the meeting and, if any errors were identified, to inform the Clerk. She confirmed that any concerns in relation to attendance were followed up by either the chair or herself.

She then drew governors' attention to the proposed calendar of meetings for 20/21 and confirmed that this was based on sequencing previously agreed. She invited governors to, outside the meeting, identify any issues so that changes could be made before the final calendar is circulated.

One member of the board indicated that it would be useful for governors to have a better understanding of the cycle of activity, particularly where in the cycle things need to be considered and planned for. The Clerk reminded governors of the "key dates" document created at the beginning of the year and it was agreed to:

- Revisit it and take to the next level
- Current document to be recirculated for information (to be placed on the portal)
- Link it with the meeting schedule for 20/21.

Exec/Clerk      May 2020

AGREED: To note the content of the update provided.

**15**      **AOB**

As a matter of additional business, John Gray was warmly welcomed to the meeting. He indicated that participating in the meeting had been really worthwhile and that it was good to see how the college is so positively responding to COVID-19.

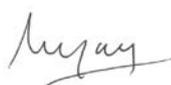
**16**      **DATE AND TIME OF NEXT MEETING**

The Clerk confirmed that the next scheduled meeting is on Thursday 14<sup>th</sup> May 2020 at 5pm. Governors' attention was drawn to the draft agenda, which was noted.

The Chair took the opportunity to say thank you to all staff and governors for the work being done to support the college.

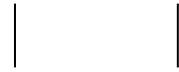
**17**      **CONFIDENTIAL ITEMS**

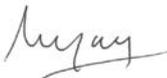
It was agreed that confidential items would be recorded on a separate basis.

Signed : \_\_\_\_\_  \_\_\_\_\_ Chair

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Meeting closed at 7:25pm



Signed : \_\_\_\_\_  \_\_\_\_\_ Chair

Date: 14/05/2020