



**GOVERNING BODY
CONFIRMED MINUTES**

Date: 13 July 2022

Venue: New Boardroom City Campus

Clerk to the Corporation
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Sheffield, S2 2RL
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Present: John Mothersole (Chair)
Matthew Ainsworth
Holly Anderson
Gwyn Arnold
Novaya Bedward-Makanjuola
Ian Falconer
Angela Foulkes
Beri Hare
Shelley Hemsley
Stephan Hollingshead (until 10.35)
David MacDougall
Sol Miah
John Mothersole
Paul Senior
Steven Spence
John Timms.

Members who attended by videoconference Beri Hare
Saleem Rashid

In attendance: Martin Harrison, Executive Director Finance (EDF)
Mark Pearson, Executive Director Strategy and Systems Improvement (EDSSI)
Alison Shillito, Governance Advisor and Clerk to the Governing Body (Clerk)
Paul Simpson, Executive Director People (EDP)
Anita Straffon, Deputy Chief Executive/ Deputy Principal (DCE/DP)

Action
by whom **by when**

22/2/1 Welcome, introduction and apologies

- 1.1 Apologies for absence were received from governors Peter Brooks, and Sam Giove, and Andrew Hartley Executive Director of Commercial and Operations. The meeting was quorate.

22/2/2 Declaration of interest

- 2.1 Members noted the standing declarations of staff governors and the Chief Executive and Principal (CEP) as members of college

staff. Governing Body did not require any action in respect of these standing declarations for any agenda items.

- 2.2 Ian Falconer, Stephan Hollingshead and Sol Miah had an interest in item 09b re-appointments. Ian, Stephan and Sol were not permitted to participate in the decision on their own extension of appointment but it was agreed that they did not need to withdraw from the meeting.

22/2/3 Election of Vice Chair

The GB elected Peter Brooks as Vice-Chair, to replace John Timms and serve for two years from 1 August 2022 to 31 July 2024.

22/2/4 Minutes of the last meeting

- 4.1 The minutes of the meeting held on 30 March 2022 were approved as an accurate record.

22/2/5 Matters arising and action record

- 5.1 Governors agreed that all matters arising from the minutes of the last meeting had been included either on the current agenda or on the Action Record. There were three actions in progress and one action from 30 March that had been referred to Teaching, Learning, Quality and Student Experience Committee (TLQSE).
- 5.2 The actions not otherwise on the agenda were considered as follows.

Minute 22/1/5.3 refers: HE Strategy Review, it was noted that the review of the growth targets was in progress and proposals would be presented to TLQSE in October.

Minute 22/1/10a refers: FE Strategy, the summary for governors had been drafted and was being designed into a publishable document. This would be completed by the end of July. The Clerk would circulate the document to governors in early August.

Minute 22/1/5.4 refers: Ofsted Inspection of Hillsborough Nursery and action taken, the Deputy Chief Executive/Deputy Principal (DCE/DP) presented a summary of the action being taken in response to the report. The actions focused on enhancing teaching and learning. The Early Years improvement consultant from Sheffield City Council would be supporting the work and a new permanent nursery manager had been appointed, who would lead this. A member commented that the provision was due for re-inspection with 12 months so it was critical for the actions to be specific and measurable with deadlines for completion.

ACTION: report to TLQSE on implementation and impact of actions to continue to improve teaching quality at Hillsborough Nursery and that demonstrate to Ofsted that the setting meets the requirements of the early years foundation stage.

DCE/DP 19/10/22

- 5.3 The Board received the updated Action Record, noted the actions reported as completed, and approved their removal to the log of completed items.

22/2/6 Report of the Chair of Teaching, Learning, Quality and Student Experience Committee (TLQSE)

- 6.1 The Chair of TLQSE introduced the minutes of the meeting on 15 June 2022 highlighting the main points discussed as follows.

Student experience and behaviour, members had followed up how the college was enforcing a high standard of behaviour and were satisfied that escalation of issues through the Behaviour Policy was being effective in ensuring students understood expectations. This had included exclusion of two students, after the college had exhausted all other routes to secure appropriate behaviour.

Student feedback, TLQSE had focused on areas or questions where satisfaction ratings were lower. Academic Studies was a lower scoring area and members were reassured that the area was included in deep dive with actions and data reviewed on a fortnightly basis.

Quality of teaching, learning and assessment, TLQSE had focused on areas where the college still needed to drive hard on further improvement. The evidence presented showed that deep dives were having a positive impact on attendance and retention. It was also noted that a high percentage of staff had achieved blue or green ratings for teaching quality and members wanted to see the impact of the improvement in observed quality carried through to forecast and actual achievement.

Forecast achievement the overall pass rate was predicted to rise by 3 percentage points (pp) in 2021-22, which would make it 3pp above the most recently published national rate. The forecast achievement rate was at national rate. Retention was also at national rate but was lower than 2020-21 and this had a negative impact on the achievement rate. TLQSE had focused on areas with lower retention and appreciated the difficulties facing students returning to on-campus study after the disruptions to learning over the last two years.

Apprenticeships were now performing strongly against national rates and the number of students who were still completing their programme beyond their end date was reducing.

Higher Education (HE) was reporting strong forecast pass rates, which triangulated with positive student feedback. At its next meeting, the committee would be returning to the recruitment growth target in the Higher Level Skills Strategy. This had a number of dependencies, including the availability of new higher technical qualifications and the timescales for new course approvals by the HE awarding body.

- 6.2 Governing Body received the report and the main issues discussed were as follows.

Academic studies: an observer asked about the college's strategy for A Level provision given the strength of competition from schools in the city. The CEP said that the college had

received a high number of applications for A Level study in 2022-23, mainly from parts of the city that were not served by school sixth form provision. The Board had made a commitment to providing A levels because it was in line with college values to serve the needs of young people and adults from disadvantaged communities and because Sheffield adults and young people benefited from having a widely accessible college A level offer. The college had set a limit on the number of students recruited to ensure a high quality student experience and viable class sizes. For all settings, this would be the first year since summer 2019 that most A Level students had sat formal external exams and there were concerns about the impact of this on students' wellbeing and achievement. TLQSE Committee had overseen the successful implementation of the 2018-20 improvement plan for A Levels and was maintaining close oversight of the provision.

Safeguarding Policy: GB noted that updates to the Safeguarding Policy had already been approved but asked managers to review the wording again to make it clear that substantial allegations of abuse would be reported to the Safeguarding Executive Board and externally in line with statutory guidance and best practice.

ACTION: review the wording of the Safeguarding Policy to ensure that all relevant matters will be reported internally and externally, in line with the guidance of relevant agencies.

VPSE 31/7/22

- 6.3 The Board received the report and welcomed the assurance provided by TLQSE that the college's quality improvement strategy was having a positive impact on students and apprentices continuing their studies, staying safe and successfully completing qualifications.

22/2/7 TLQSE Committee: reports for information

- 7.1 GB noted for assurance the following reports that TLQSE considered at its meeting on 16 15June 2022.
- a) QTLA update and projected outcomes 2022-23
 - b) HE update
 - c) Policy updating and approval of the Safeguarding Policy, Positive Behaviour & Engagement Policy and Learner Support Fund Policy.

22/2/8 Report of the Chair of Finance, Employment and General Purposes Committee (FEGP)

- 8.1 Peter Brooks, Vice Chair of FEGP, had chaired the meeting on 22 June 2022 but being unable to attend Governing Body, had sent a written report on the main points of assurance from the committee. The report was read to the meeting and highlighted the following.

Financial performance against 2021-22 budget, which is forecasting a positive outturn,

People, results of the latest Employee Engagement Survey, which had prompted a good discussion on the questions and groups with lowest agreement ratings. FEGP had also

considered the college's response to managing recruitment risks and was satisfied with the action being taken.

2022-23 Draft Budget had been scrutinised and, amongst other things, FEGP had considered the risks to achieving forecast income, including the balance of revenue and capital expenditure and the issues around setting a deficit budget. The committee was satisfied that the draft was a realistic and prudent budget and commended it to other members for approval.

Health and Safety, members received the results of a new Fire Risk Assessment prepared by an external consultant. Members welcomed the timely follow-up to the 2021 FRA and that the survey had included all college-owned premises.

8.2 Governors considered the report and the main issues discussed were as follows.

Employee satisfaction, the 2021 survey had reported high staff agreement ratings but the return to campus seemed to have had a downward impact on satisfaction for some groups. Work loading, effective consultation and line managers having sufficient time to provide support and 1:1 meetings had come through strongly and members wanted to know what the college was doing to address these. The Executive Director of People (EDP) said that it was a mixed picture with some scores below 2021 levels but overall the trend across 2019-2022 was improving. The findings had been shared with departments, who were working on local issues. Senior managers had identified cross college issues and prioritised them for action. In some areas, further research was in progress to understand root causes for effective action planning. Some actions were in progress for example the faculty restructure would rebalance resources to improve staff access to local supervision and even out line manager work loading. GB noted the report and members were assured that the college was responding to the issues raised.

ACTION: ensure local and college action plans fully address the priority issues and report to FEGP on implementation and impact of actions.

EDP 7/9/22

8.3 **Capital projects evaluation report**

The evaluation of the implementation of major projects was a requirement of the financial regulations and for the LEP funded project, the grant making body. The evaluation had found that the LEP funded project had been delivered to budget with approved time delays due to lockdowns during the pandemic. The GB asked about the overspend on the college funded fit-out of Pennine 5 and whether this was planned or if it could have been avoided. The Executive Director of Finance (EDF) said that it was a monitored overspend. Costs had increased faster than forecast during the project period. ELT had made a positive decision to deliver the original student focused design and make savings elsewhere.

The Governing Body agreed to adopt the Capital Projects Evaluation Report 2021-22 noting that the conditions of the LEP

grant included the requirement for a report on the impact of the project in ten years' time on the long term impact of the project.

- 8.4 **People recruitment and retention risks**, members expressed concern about competition pressure from industry and schools on recruiting and retaining college staff. The EDP said that the college was using multiple approaches including its Market Forces Policy to attract staff. Managers were also considering Golden Hellos for newly qualified teachers and an internal teacher training programme to attract staff from industry to teach in FE on a part-time basis. GB welcomed the efforts being made and recommended further action as follows.

ACTIONS

- | | | |
|--|--------|---------|
| 1) Governors with relevant industry contacts in engineering and construction, use their links to promote part-time teaching in FE to people who might be interested in a career change or role extension | All | 7/9/22 |
| 2) Contact Make UK to explore collaborating on promoting recruitment to the industry as well as teacher recruitment within sectors. | DCE/DP | 31/8/22 |

- 8.5 GB noted for assurance the following reports that FEGP considered at its meeting on 22 June 2022

- a) Employee Engagement Survey 2022 results
- b) People KPIs and report (Period 9)
- c) Finance KPIs and report (Period 9)
- d) ESFA Benchmarking Governor Data Dashboard
- e) Subcontracting Policy 2022-23 updating and approval.

22/2/9 Draft Budget 2022-23- and three-year plan 2021-24

- 9.1 The Executive Director of Finance (EDF) presented the draft budget and College Financial Forecast Return (CFFR), highlighting the following.

- The draft budget for 2022-23 had been developed through the business planning process from February to June 2022.
- The draft presented to FEGP had assumed Adult Education Budget (AEB) funds would be allocated at the same level as in 2021/22. The South Yorkshire Mayoral Combined Authority (SYMCA) had notified the college that the grant would be at the 2018/19 level with an opportunity to bid for additional funding. The college had submitted a business plan for additional funding but had not included this in the current draft, which included adjusted agency and subcontracting costs, in case SYMCA did not fund the bid. With mitigations, the reduction in income resulted in a deficit.
- The budget showed an EBITDA surplus of £5.2m and final operating deficit (before FRS102) of £241K and a deficit of £4m including the impact of FRS102. The college awaited the outcomes of several bids including the SYMCA AEB bid, which were likely to have a positive impact on the surplus position.

- The ESFA Financial Health score remained Good, with an automated score of Outstanding.

The budget included capital expenditure and revenue investment at agreed levels.

- 9.2 Governors considered the draft budget and CFFR and the main points discussed were as follows.

Inflationary pressures, members were satisfied that the budget had made prudent provision for increased costs and contingencies.

Operating at a deficit, members were keen to understand the potential risks of setting a deficit budget and the benefits and risks of adjusting to achieve a balanced budget. The EDF said that further savings could be made but might have a negative impact on the student experience by delaying work on some improvement projects and delaying recruiting people who were needed to support improvement or fill vacancies. The college had a good record in providing high quality AEB with outstanding outcomes for learners and had made a strong case to the SYMCA for the level of funding included in the draft considered by FEGP.

- 9.3 Governing Body resolved to approve the College Financial Forecast Return and draft budget for 2022-23, stipulating that should the college receive a positive response to its bid for additional AEB funding before 31 July then the CEP was authorised to add the additional AEB income to the draft documents and circulate the revised budget to GB for information.

EDP/
CEP

31/7/22

22/2/10 Report of the Chair of Audit and Risk Assurance Committee (ARAC)

- 10.1 The Chair of ARAC reported on the meeting held on 6 July 2022. ARAC had gained good assurance on
- Progress on the Internal assurance plan,
 - The start made by the newly appointed External Auditor,
 - The receipt of additional internal assurance generated through self-assessment of control processes and the annual reports on data protection, preventing fraud, corruption, and whistleblowing.
 - college processes for ensuring effective action was being taken on the recommendations in Fire Risk Assessments.
 - The effectiveness of business planning, which had received substantial assurance in an Internal Audit Review.
- 10.2 The main development theme in the committee's 2021-22 workplan had been enhancing the college's risk management and control environment from adequate to outstanding. ARAC had succeeded in streamlining the reporting of strategic risk. The committee had also received the first self-assessment report benchmarking college control processes against best practice. The report had focused on controls for corporate purchase cards. The improvement actions identified would save

staff time and reduce duplication. ARAC had found the report useful and encouraged managers to continue to use the approach for process improvement in other areas.

- 10.3 The Board received the ARAC Chair's report, noted the minutes of the meeting held on 6 July 2022 and welcomed the positive assurance.

Members noted for assurance the following reports that ARAC considered at its meeting on 6 July 2022

- a) External Audit Strategy 2021-22 Financial Statements' Audit, approved by ARAC on behalf of the Governing Body
ACTION: invite all members to attend the joint meeting of ARAC and FEGP on 23 November to hear the External Auditor's report to the Board.
- b) Internal Audit Plan for 2022-23 and fees, approved by ARAC on behalf of the Governing Body
- c) Risk management progress report and Risk Assurance Summary.

Clerk 8/8/22

22/2/11 Report of the Chair of Search, Remuneration and Governance Committee (SRG)

- 11.1 The Chair of SRG reported on the meeting held on 11 May 2022, highlighting the main points discussed and the "For information" reports from that meeting that had been included in the board papers for all members.

- 11.2 The Chair of SRG drew governors' attention to the following points from the minutes:

Governor re-appointments and search, the committee recommended re-appointment for three existing members and had candidates in progress to replace members who had recently resigned or were due to retire. It was suggested that the Board should seek to recruit a member with strength in environmental sustainability. The Chair said that the current priorities were to strengthen expertise in education, FE & skills sector leadership.

Committee memberships, aligning committee memberships and link governorships had reduced the number of members on ARAC. The Board was keen to maintain a healthy audit committee with a quorum of three and this required at least five and preferably six members. The Board approved the proposals in the report and agreed that at least two of the new members should be recruited in the expectation that they would join ARAC as well as TLQSE.

Chair's 360 had been completed in Spring 2022, reflecting on the chair's first year in office. Members had also given feedback in their one to one meeting with the Chair. In considering the feedback gathered, SRG had been assured that the transition from the previous chair to the new chair had gone well and agreed actions to improve communication about the Chair's role outside the board in consulting with external stakeholders and supporting the review and development of the CEP and the Clerk.

11.3 The Board received the report and agreed actions as follows.
Instrument and Articles of Government and Standing Orders,
GB approved the proposed changes in the report.

ACTION: update and publish the documents.

Clerk 12/8/22

GB approved re-appointment of Ian Falconer as a governor for a second term of four years from 1 August 2022 to 31 July 2026

GB approved re-appointment of Stephan Hollingshead for a second term of four years from 1 August 2022 to 31 July 2026

GB approved extension of the first term of appointment of Sol Miah for two years from 1 August 2022 to 31 July 2024, after which he would be eligible for re-appointment for a further term, by mutual agreement.

GB approved the changes to the terms of reference proposed for TLQSE Committee and that the terms of reference for FEGP, ARAC and SRG should continue unchanged for 2022-23.

On the basis of its work over the year, GB approved the opinions on the effectiveness of the board, its committees and the governance framework as presented in the draft self-assessment.

22/2/12 Report of the Chief Executive and Principal

12.1 The Chief Executive and Principal (CEP) presented her report to the board highlighting the following.

12.2 Progress against the College Strategy 2021-2025

The Board was satisfied that the first year of the strategy was being implemented to plan. It would be useful to assess at the January 2023 Governor Strategy Event if the strategy were achieving its overall intent. It was commented that environmental sustainability was becoming increasingly important and members asked if the first year update on the environmental strategy could include benchmarking against other colleges.

The Board received the report and agreed the following.

ACTIONS:

a) circulate the priorities, descriptors and metrics as appropriate for College Strategy Year 2 metrics 2022-23 to agree at December board.

EDSSI 31/8/22

b) provide benchmarking intelligence from other similar colleges on setting and achieving sustainability targets.

EDCO 7/12/22

13.3 Ofsted update

The Board noted the changes to the Ofsted Education Inspection Framework, which would inspect compliance with the new statutory duty to review college provision in relation to local needs. Members commented that the college had achieved much on skills strategy and developing employer relationships over the last four years. The chairs of TLQSE and ARAC with one or two other governors, agreed to talk to inspectors about the college's work with employers and how the Board is ensuring the provision is contributing to meeting local skills needs.

ACTION: circulate updated briefing to all governors.

Clerk 15/9/22

13.4 **Local and regional skills priorities**

The CEP presented a new regular update on how the college was contributing to meeting local skills needs. Members were invited to contribute suggestions of opportunities in their sectors and champion the college to their networks. The five priority sectors in the College Strategy were the focus of engagement with local and regional employers and employer groups.

13.4 The Board received the presentation and the main points discussed were as follows.

Construction sector, it was suggested that the college should consider contacting local housing associations about training and apprenticeships, if it was not already doing this. The associations offered careers in construction trades, building services, maintenance and facilities management as well as tackling the challenges of making their housing stock more environmentally sustainable.

Quality, the college should make it explicit that we intend to grow high quality skills where the college is satisfied that it has quality provision with the capacity to expand. The teaching and learning quality improvement plan was having a positive impact on raising standards and pass rates and must be allowed to focus on any areas that still need to improve before expanding that provision.

Regional skills development, changes in local and mayoral authorities had delayed strategizing by key bodies. The delay was a risk to the college. The college had a strong skills narrative and knowledge of local skills needs and should provide leadership for the agenda. The CEP said that the Local Skills Improvement Plan (LSIP) was starting to work and would contribute to the SYMCA overview. TSC was leading on the South Yorkshire apprenticeship hub and was coordinating information from across South Yorkshire Colleges Partnership to give employers a single source of information on where they could find training to meet their apprenticeship needs.

ACTION

Consider including on TLQSE report covers, how the provision and curriculum developments are meeting local skills needs.

Clerk 31/7/22

The Board welcomed the presentation and commented that the work done at the Governor Strategy Event and at the March meeting on the strategy for Technical Education and Skills meant the college was well-placed to support the work of local and regional authorities and contributing to meeting local skills needs.

13.5 **Equality Diversity and Inclusion (EDI),**

The CEP reported on progress against the approved EDI objectives and the next steps. The Board noted the report and commended the good progress being made.

13.6 Health Safety and Wellbeing,

The CEP presented an update on progress against the 2021-22 priorities for health, safety and wellbeing. The main focus of governor discussion was ensuring that GB committees worked together effectively to ensure legal compliance, support improvement and foster a strong culture of awareness and care for the health and safety. It was agreed that FEGP should continue to lead on oversight of health, safety and wellbeing for staff and students. ARAC had oversight of the effectiveness of control systems ensuring that the college maintains processes for checking that risk assessments and mitigating actions are completed in a timely manner.

As part of fostering a strong health and safety culture from grass roots to board level, the Health and Safety Team had launched two health and safety working groups, reporting to the Health and Safety Committee, to engage staff in considering the risks in their area. It was agreed that, at the next meeting, there should be a focus on the health and safety governance structure, including governors' responsibilities and how the system worked to ensure a positive and safe working environment for staff and students.

ACTION: presentation to governors on the remit of the new H&S working groups and how they will support effective governance of H&S

EDCO 7/12/22

13.7 Sector developments

The CEP presented an update on recent sector developments, including the Office for National Statistics review of the FE sector's classification for the purpose of government spending and borrowing. It was noted that reclassifying FE colleges as public sector might restrict the autonomy of college corporations in future borrowing. If and how government would exert greater control over the sector was unclear. The Board noted the issue and agreed to discuss it further, once there was greater clarity on the detail.

13.8 College developments

The Board considered the presentation and the main issues discussed were as follows.

Staff pay, the CEP reported that the University and College Union had balloted on strike action to support its 10% pay claim. The college had offered between a sliding scale increase with lower paid staff receiving around 4%. Governors noted that a deal of 10% with no increase in income would mean reducing staffing by between 200 – 250 staff which would inevitably affect the college's capacity to deliver its mission.

Joint executive meeting of Sheffield City Council and TSC had been held to share information on strategies and identify opportunities for working together on shared priorities

South Yorkshire Colleges Partnership had launched a new website and promotional material. The SYCP was making progress with TSC leading on the regional apprentice hub.

Staff awards celebration, a governor commented that he had attended the Staff Awards and had found it a wonderful positive experience. The Board thanked the Marketing Team for arranging excellent end of year awards celebrations for Apprentices, Students and Staff.

22/2/14 Chair's action

- 14.1 The Board noted that, since the last meeting, the Chair had taken action to approve the appointment of the following staff as elected members of the Governing Body from 1 August 2022 – 31 July 2024.
- Holly Anderson, staff governor for business and professional services
 - Phil Wymer, teaching staff governor
 - Saleem Rashid, teaching staff governor

22/2/15 Review of meeting and closing remarks

- 15.1 On behalf of the Board the Chair thanked the following governors who were retiring from the Board.

John Timms for ten years' service to the college since his appointment on 1 August 2012, the chair thanked John for his insight, and his work as an ambassador, an employer partner and a former student and role model for students. John's willingness to support additional tasks such as being a link governor, serving on panels, deputising for the Chair and his wise counsel was also appreciated.

Steven Spence for two years' service to the Board as a teaching staff governor and especially his optimism and unflagging enthusiasm for great teaching and learning. The Chair congratulated Steve on his appointment as an Assistant Principal and commented that it was good to see staff being able to progress their career within the college

Novaya Bedward-Makanjuola for this years' service as Student Governor and President of the Students' Union. She had made a strong contribution to governor meetings and had shown a mature understanding of the issues and complexities of the role.

Stephen Betts for his three years' service to the college. It was hoped that the college would continue to benefit from working with Stephen through its shared interests and work with Learn Sheffield.

- 15.2 Members commented on the improvements made over the year in supporting hybrid meetings. The college had invested in new equipment and this had enabled members to attend and contribute where otherwise the Board might have not been able to benefit from their input. At the end of the 2020-21, the Board had requested this facility and it had been delivered.

22/2/16 Date and time of next meetings

Wednesday 14 December 2022, 08.30 – 11.00

Wednesday 29 March 2023 08.30 – 11.00

Wednesday 12 July 2023 08.30 – 11.00

