



**GOVERNING BODY  
CONFIRMED MINUTES**

**Date:** Wednesday 30 March 2022

**Venue:** New Boardroom City Campus

Clerk to the Corporation  
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**Present:** John Mothersole (Chair)  
Matthew Ainsworth  
Holly Anderson  
Gwyn Arnold  
Novaya Bedward-Makanjuola  
Peter Brooks  
Ian Falconer  
Angela Foulkes  
Stephan Hollingshead  
Sol Miah  
Paul Senior  
Steven Spence  
John Timms

**Members who attended by videoconference** Richard Calvert  
Beri Hare  
David MacDougall  
Saleem Rashid

**In attendance:** Francesca Cliffe, Executive Assistant  
Martin Harrison, Executive Director Finance (EDF)  
Andrew Hartley, Executive Director Commercial and Operations (EDCO)  
Mark Pearson, Executive Director Strategy and Systems Improvement (ED SSI)  
Alison Shillito, Governance Advisor and Clerk to the Governing Body. (Clerk)  
Paul Simpson, Executive Director People (EDP)  
Anita Traffon, Deputy Chief Executive/Deputy Principal (DCE/DP).

**Action**  
**by**        **by**  
**whom**    **when**

**22/1/1    Welcome, introduction and apologies**

- 1.1 Apologies for absence were received from Stephen Betts. The meeting was quorate.
- 1.2 The Chair welcomed Matt Ainsworth, David MacDougall and Paul Senior to their first meeting of the Governing Body. In addition, the Chair introduced Francesca Cliffe, new Executive

Assistant to the Clerk and the Executive Director of Finance who would be taking notes.

- 1.3 The Chair reported that Richard Calvert had given notice that he was resigning from the Governing Body with effect from 31 March 2022.

#### **22/1/2 Declarations of interest**

- 2.1 The Governing Body noted the following declarations in relation to the business of the meeting.
  - Angela Foulkes as a director of the subsidiary companies did not count in the quorum for any action related to the subsidiary company reports.
  - Richard Calvert, a senior executive of Sheffield Hallam University (SHU), would not vote on the new governor appointment as the nominee was a work colleague.

#### **22/1/3 Minutes of the last meetings**

- 3.1 The Governing Body confirmed the minutes of the meetings held on 8 December 2021 and 13 December 2021 subject to some typographical corrections to the minutes of 8 December that a member had already notified to the Clerk.

#### **22/1/4 Matters Arising and Action Record**

- 4.1 The Clerk presented the action record reporting that all but two actions had been completed when the report was written and since then the two remaining actions (GB minute 21/3/8.1b and minute ref 21/3/9a) had been completed.
- 4.2 The Governing Body considered two matters arising not considered elsewhere on the agenda.

Minute 21/3/6.2 refers: Disciplinary Policy the Executive Director of People (EDP) reported that in working through the process changes agreed at the last meeting, it was further proposed that the Chair of the Governing Body be the approving authority for appointment of external members to appeal panels to provide clarity and independence. The Governing Body approved the proposed addition to the Disciplinary Policy that where it was proposed that a panel should include an external member, the appointment would be approved by the Chair of Governors or their nominee.

Minute 20/2/10.5 refers: Covid-19 Governor Group the Chair reported that the Covid-19 Governor Group, which the Governing Body had set-up in May 2020, had last met on 21 February 2021. The group had considered the college's response to changes to government policy. The group endorsed proposals to incorporate COVID-19 risk management measures into the college's mainstream risk assessments, risk registers and business continuity plans. The group had recommended

that its work was complete and it should be closed. The Governing Body approved the closure of the COVID-19 Governor Group and noted that the college was maintaining the COVID-19 risk assessment and additional risk management actions within its routine Health and Safety arrangements.

- 4.3 The Governing Body agreed that the action record had included all matters arising at the December meetings. It was further agreed that all the actions had been completed and should be moved to the completed actions log.

## **22/1/5 Report of the Chair of Teaching, Learning, Quality and Student Experience Committee (TLQSE)**

- 5.1 The Chair of TLQSE introduced the minutes of the meeting on 2 March 2022.

- 5.2 The main points highlighted were the following.

**Continuing impact of COVID-19 on students:** TLQSE had considered the college's response to increased numbers of students seeking help with their mental health and catching up on missed learning. TLQSE had been pleased to see that the college had predicted the increased demand on safeguarding services and had planned additional staffing to provide support. The committee was also seeing evidence that the work of progress tutors was improving student attendance and engagement in catch-up learning sessions supported by small group funding via the 16-19 Tuition Fund. Attendance at English and maths classes was still below target and TLQSE continued to monitor the action being taken to improve this. For its next meeting, TLQSE had asked for a full report on the mock exams.

**English and maths:** TLQSE had fully discussed the disappointing rate of high grades achieved in the autumn resits for English and maths GCSEs. It was noted that government policy had allowed any student with a teacher-assessed grade in summer 2021 to re-take in autumn 2021. This had meant that the number of students resitting had been higher than normal and included some whom the college had assessed as needing more learning and exam preparation.

**Pennine 5 campus:** TLQSE had congratulated staff on the positive impact of the new facilities for adult students. The committee welcomed the feedback that student voice had informed the fit-out and catering and they were having a positive impact on student engagement and achievement. The learning from this project would be applied to future projects.

**Higher Education:** TLQSE was carefully monitoring the ongoing consultations on the proposed quality assurance and intervention regime for English Higher Education. It seemed likely that the next few years would see some fundamental changes to national regulatory frameworks and the proposals included some challenges for college HE, which tended to serve a more diverse student cohort.

**TLQSE agenda:** the committee's reporting structures and data sets were now well-embedded. TLQSE had therefore agreed that the June meeting would focus on student experience and some areas where college leaders and governors wanted to see further rapid improvement, the impact of deep dives and investment in continuous professional development.

- 5.3 The Governing Body considered the TLQSE Chair's report and the main points discussed are summarised below. ~~Some of the discussion is recorded in a separate confidential minute because it relates to information provided in confidence by a third party (declassified 13/7/2022)-~~

**Higher Education,** the HE Link Governor commented that there was significant external activity around the Office for Students' consultations. She was regularly talking with Vice Principal Technical Higher Education and the Deputy Chief Executive (DCE/DP) about the potential impact on the college. The DCE/DP said that the college was continuing to implement its Higher Learning & Skills Strategy, the plan to integrate HE into a standalone unit were progressing to plan and the college had appointed a new, experienced Vice Principal to lead the unit. Members agreed it would be useful for the whole Governing Body to review the implementation, ambitions and milestones of the Higher Learning Strategy in December 2022, once the regulatory changes were confirmed and the new VP and structure were in place.

**Focus on risks and under-performance:** members supported the proposal for TLQSE to use its June meeting to focus on the student experience and those areas that were being targeted for quality improvement.

- 5.4 [*Originally recorded as a separate confidential minute, approved for release on 13/7/2022.*]

**Hillsborough Nursery Inspection:** the DCE/DP reported that Ofsted had inspected the college's Hillsborough Nursery on 29 March and the report was awaited. All information about the inspection outcome was embargoed until Ofsted published the report. Senior managers were permitted to share with the Governing Body the inspector's feedback that the provision required improvement. Managers had been surprised by this outcome as the most recent self-assessment, endorsed by external assurance in June 2021, had advised that the Hillsborough Nursery's teaching and learning were outstanding. The Governing Body agreed that once managers had digested the report, they should explain to governors the action being taken to address the recommendations. The Chief Executive and Principal (CEP) said that this would be one of the improvement focus areas for reporting to TLQSE to prepare for re-inspection within 12 months.

- 5.5 The Governing Body noted the report and the TLQSE reports highlighted for assurance:

a) Student Experience including Safeguarding

- b) Quality of Teaching, Learning and Assessment
- c) Higher Education
- d) Apprentices update.

5.6 The Governing Body also agreed the following,

**ACTIONS**

- a) Bring a strategic review of the Higher Level Skills Strategy to the December 2022 meeting of the Board with the 2021-22 HE Self Evaluation Document. Use governor readers prior to the meeting as critical friends. DCE/DP 30/11/22
- b) Report to TLQSE on the outcomes of the Ofsted inspection of Hillsborough Nursery and action taken. DCE/DP 01/06/22

**22/1/6 Report of the Chair of Finance, Employment and General Purposes Committee (FEGP)**

6.1 The Chair of FEGP presented the minutes of the meetings on 21 February and 16 March 2022. The main points highlighted for the assurance of all members were:

**Estates and Environmental Sustainability Strategy:** following feedback from members in December, the draft had been revised and further developed into two separate strategies, one each for estates and environmental sustainability. FEGP had thoroughly discussed the proposed strategies including the action being taken to maximise utilisation of the current estate and how the environmental strategy would foster cultural change to meet the targets. FEGP had approved the two strategies under the explicit authority delegated by the Governing Body at the December meeting.

**Capital Development:** FEGP considered and endorsed the proposed T Level capital bids on behalf of the Governing Body. The bids would create new learning spaces for construction and healthcare, two strategic priority subjects. The college had offered to match fund the bids to the maximum contribution but given the total funding available, the developments would be modest. Like TLQSE, FEGP had been pleased to see a strong focus on students in delivering this year's capital works and that student feedback and the ideas it had generated would be applied to new developments. The estates strategy aspired to provide industry standard spaces for all the college's technical and professional specialisms. It was recognised that the pace of delivering this aspiration would be dependent on access to capital funds. Governors agreed that the college should not compromise the quality of design or student focus even if this meant that the pace of development had to move more slowly.

**People:** FEGP had approved a revised policy on remote working under its general delegated authority to approve changes to staff policies. The People KPI update indicated that completion of Go Further Review mid-year reviews was below target but this was early in the implementation of a new tracking system. Once the process was fully embedded, it would provide

data for managers to quality assure and improve the effectiveness of reviews. Members were pleased to see the roll-out of an ambitious programme of management training. FEGP continued to monitor the action being taken to attract staff in hard to recruit to areas, including priority growth areas.

**Finance:** the apprenticeship market had not yet picked up as quickly as forecast in this year's budget and FEGP was keeping under review the reduced income and mitigating cost savings. The committee was also closely monitoring recruitment to the Finance Team. Vacancies in key roles had been delaying some systems improvements. FEGP welcomed that most of the vacancies had been filled and new appointments were starting to have a positive impact, for example, faculties had appreciated the support that Finance Business Partners had provided to make business planning and review more effective.

**Health and Safety:** FEGP had seen the impact of improvements to the safety culture in how the college was responding to and reducing the number of incidents. There had been a good governor discussion on the importance of collecting and analysing data on "near misses" as an opportunity to prevent incidents. There remained some actions outstanding from the Fire Risk Assessment and the committee had asked to see more detail on any actions still outstanding at its next meeting.

- 6.2 The Governing Body noted the Chair's report and the following committee reports highlighted for assurance:
- a) People update including Remote Working Policy
  - b) Finance update including Tuition Fee Policy 2022-23, updates approved by FEGP under its general delegated authority.

## **22/1/7 Report of the Chair of Audit and Risk Assurance Committee (ARAC)**

- 7.1 The Chair of ARAC reported on the key issues and risks considered at the meeting on 23 March 2022. The Chair highlighted:

**Policy review:** ARAC had considered the periodic reviews of the Anti-Bribery Policy, the Anti-Fraud Policy and the Fraud Response Plan and approved updates to the policies on behalf of the Governing Body under general delegation to keep these policies up to date.

**Internal Audit:** managers had made substantial progress on completing internal audit recommendations, which gave the committee assurance that board controls were in place and effective. The internal audit review on risk management had resulted in an opinion of substantial assurance and the review of cyber security had resulted in an opinion of reasonable assurance with recommendations to enhance controls

**Risk Management:** ARAC had received a fully developed version of the Board Assurance Summary and this was

commended to other governors as a useful overview of the college's main risks and assurance. ARAC had also approved the closure of the COVID-19 Risk Register and was satisfied that the risks were addressed in the Strategic Risk Register.

**External auditors:** ARAC had completed the retender process to appoint new external auditors. A selection panel had shortlisted and interviewed two firms and recommended approval of the selected firm.

- 7.2 The Governing Body received the ARAC Chair's report, noted the draft minutes of the meeting held on 23 March 2022 and approved the appointment of MacIntyre Hudson LLP as external auditor for the financial statements and regulatory audit of The Sheffield College and its subsidiary companies under a three year contract, with the option of a year's extension, and subject to annual re-appointment by the Governing Body.

## **22/1/8 Report of the Chair of Search, Remuneration and Governance Committee (SRG)**

- 8.1 The Chair of SRG, reported that the committee had not met since the last meeting of the Governing Body, however having received notice of the resignation of Richard Calvert, a Search Panel had conducted a recruitment exercise to recommend a new appointment to fill the vacancy. At a meeting on 23 March, a Search Panel comprising the Chief Executive and Principal, the Chair of ARAC and the Clerk interviewed a candidate and recommended their appointment as a governor.
- 8.2 The Governing Body considered the report and resolved to approve the appointment of a new governor as follows:
- Dr Sam Giove, be appointed as a governor with effect from 1 April 2022 for an initial term of two years to 31/3/2024, at which time she would be eligible for re-appointment. The appointment was subject to the satisfactory outcomes of relevant checks as required by college policies and the charity regulator.

### **ACTIONS**

- a) Complete checks for the appointment of Dr Sam Giove
- b) Arrange induction and invite Sam to shadow the three GB committees prior to agreeing committee allocations for 2022-23

Clerk 30.4.22

## **22/1/9 Report of the Chief Executive and Principal (CEP)**

### **9.1 Progress against the College Strategy 2021-2025 KPI**

The CEP presented the report on progress against the 2021-22 milestones of the College Strategy. Members welcomed the good progress against the headline indicators and asked the CEP to comment on those areas that were proving most challenging. The CEP highlighted the following:

**English and maths** attendance and achievement. As reported by the Chair of TLQSE, this continued to be challenging in the context of missed learning during lockdown and COVID-19 infections continuing to disrupt staff and student attendance. All faculties were focusing on ensuring students attended classes where possible and providing catch-up learning for periods of absence. The progress tutors, funded via the Small Groups Tuition Fund, were having a positive impact on improving attendance and providing catch-up with some staff providing additional catch-up sessions over the Easter break.

**Student behaviour:** this term there had been some challenges around students socialising with each other appropriately in groups. The behaviour issues tended to be students being over enthusiastic when congregating outside class. Duty managers and staff were applying the behaviour and engagement policy to reinforce the college's high expectations of behaviour.

**People:** there were challenges around filling some vacancies but the college was not experiencing the "crisis in recruitment" being reported by some sector publications. The college had found strong candidates for vacancies in senior roles but recruitment continued to be difficult in technical roles that had been hard to fill before the pandemic, such as technical trainers in construction and engineering.

- 9.2 The Governing Body considered the progress report and the main points of the discussion were as follows

**Staff Engagement Survey:** members looked forward to receiving the results of the next full employee survey due to launch at the beginning of the summer term. The CEP said that FEGP would receive a report on whole college results and TLQSE would receive a breakdown on teachers' feedback.

**Partnership:** it was noted that there had been changes in senior personnel in key city stakeholder organisations and the mayoral election in May would lead to further change. The Governing Body agreed it was a priority to continue to develop good working relationships with the Mayoral Combined Authority and the City Council. Incoming policymakers and advisors would benefit from the college's specialist knowledge of FE and skills.

**Sustainability:** funding was needed to achieve the medium to long term ambitions in the Estates Strategy. Over the last four years, the college had self-funded much of its capital development. If self-funding had to continue then it would limit the pace of implementing the new strategy. Some sources of funding excluded colleges with a grade 3 Ofsted rating so the college would be focusing initially on bids to the Strategic Development Fund and the Transformation Fund once the latter was re-opened for bids. It was agreed that future bids should link strategically to the key areas of growth. The Estates Strategy and the FE Strategy provided a road map for pursuing funding and responding to opportunities at short notice.



The Governing Body noted the progress report and agreed the following.

**ACTION**

Review RAG rating of the Corporate KPIs in the table and cover report to include more granularity within the “green” headlines

EDSSI 30.6.22

**9.3 EDI update**

The Governing Body considered the update on progress against key priorities approved for 2021-22. A member asked why LGBTQ+ issues had been identified as a priority separately to People Diversity. The CEP said that People Diversity referred to college staff whereas the LGBTQ+ objectives were student-led. It was agreed that future reports would make this distinction clearer.

- 9.4 The CEP presented the recommendation of the EDI Board that the college should adopt the International Holocaust Remembrance Alliance (IHRA) working definition of antisemitism. The EDI Board had debated this extensively as there were views from outside the board that some aspects in the definition might have a negative effect on freedom of speech. The EDI Board had considered the issues and decided that the working definition would support the college’s FREDIE values and be a valuable guide for staff and students to understand and challenge antisemitism.

The Governing Body approved the resolution to adopt the IHRA working definition of antisemitism.

**9.5 Health, Safety & Wellbeing Strategy update**

The Governing Body considered the update on progress on the five strands of the Health, Safety and Wellbeing Strategy. Members welcomed the clear statements of priorities and actions and the evidence that the new Health and Safety Manager and deputy were implementing best practice in changes to training, data collection and reviewing RIDDOR incidents.

A staff governor commented that the Health and Safety team interacted well with staff and made the topic engaging. Interactions had resulted in their team having more confident conversations about health and safety. A governor commented that this was an area where a link governor could add value and externality and they would like to be involved.

**ACTION:** the Chair agreed to pick this up in 1:1 meetings when the board reallocates board roles.

Chair 30.5.22

**9.6 Sector update**

The CEP presented a summary of the latest national policy developments for skills and education, the spring budget statement and structural changes in the Department for Education as well as local and regional changes.

- 9.7 Governors considered the update and the main points discussed were as follows.

**Impact of ESFA restructuring** and mayoral election on the college's planning for 2022-23: the CEP said that the college had not yet received notice of its funding allocation for 2022-23. The college was engaging with other South Yorkshire colleges to shape and respond to the regional agenda including meeting the needs of adults.

**Schools white paper** proposed a £30,000 starting salary for new teachers. A member asked if the competition for lecturers, either from schools or from occupations, would be an obstacle to the college achieving its strategy. The CEP said that it would make it more difficult to recruit teachers who were qualified to work across secondary and further education, such as maths teachers, already in short supply. The People strategy aimed to attract and retain people who wanted to work with older students in a college environment by fostering an affinity with the college values.

**Levelling up opportunities:** members were keen for the college to seek a role in influencing the levelling up agenda. It was agreed that the second year of the Partnership strand of the College Strategy 2021-25 should focus on where and how college leaders and governors, where appropriate, were able to influence key stakeholders.

#### 9.8 College update

The CEP gave an update on college activities since the last meeting, including recruitment to vacancies in senior roles and curriculum planning for 2022-23. The Governing Body enthusiastically noted the many success stories and case studies about college staff and students.

### 22/1/10 FE and Skills Strategy

- 10.1 The DCE/DP and Vice Principal Technical Education and Skills (VP TES) presented the FE Strategy, which had been updated using the feedback from the Governor Strategy Event on 19 January and governor readers.

#### 10.2 Strategic Priorities for Young People

Members supported the vision "to be a consistently great college that puts high quality technical and academic education at the heart of everything we do" and that this should apply across all provision. In response to feedback, the strategic priorities for young people had been sharpened and made more ambitious. Increasing the proportion of students engaged in Level 3 studies would mean increased numbers on A Level and T Level courses. The T Level capital bids would help the college to use and equip its estates to accommodate this but the spaces being used for sixth form and construction were already in high demand. The college would need to seek new capital funding and partnerships to accommodate the growth.

### 10.3 Strategic Priorities for Adult Education

The offer for adults was to provide a flexible curriculum, responsive to local needs and the needs of key national, regional and local partners. The offer would enable adults to re-engage with training from entry level ESOL, English, maths and employability through to higher level technical skills. Employer engagement in designing the curriculum would help ensure students were well prepared for employment and promotion.

### 10.4 Governors considered the presentation and the main points of discussion were as follows:

**Partnership** was a key theme in this strategy and other board reports considered during the meeting. The college should be a leading partner for education and skills. It should seek to bring other partners into its work but should make progress on its strategic priorities without waiting for others to decide on their priorities. It was suggested that communicating the vision to key stakeholders and partners would be easier if there were one or two slides summarising the strategy for use with external audiences. A governor suggested that, with its strong ESOL offer, the college should consider partnering on a bid to the Home Office Enhanced Integration Fund. The Executive Director of Commercial and Operations (EDCO) agreed to investigate this opportunity.

**Student choice** may mean that young people still want to study non-priority subjects. The CEP said the strategy would be supported by promotion to encourage people to train or retrain in priority areas with employer demand. The college would continue to provide other subjects but capital investment would focus on the strategic growth areas.

**Metrics:** the ambitions for the college to be "recognised as" a leading or first choice provider would need appropriate measures against which to assess progress and achievement. The DCE/DP said that managers were working on appropriate metrics to measure each of the priorities.

### 10.5 The Governing Body agreed to adopt the revised FE Strategy and the following,

#### **ACTIONS**

a) distil key points of the FE Strategy into 2-3 slides for college leaders and governors to use, as appropriate, within their networks - highlighting the messages for external stakeholders

DCE/  
DP 4.5.22

b) review the opportunity for individual or collaborative bids for funding under the Home Office Enhanced Integration Fund.

EDCO ASAP

## 22/1/11 Application of the Corporation Seal

### 11.1 The Governing Body noted that, since the last meeting, the corporation seal had been applied to the following documents:

A deed of variation to the lease between the RBH Devco and the college for the college to lease parts of Pennine 5 building on Tenter Street

A contract between Sheffield City Council and the college for the placement of learners with high needs in establishments 2021-22

## **22/1/12 Review of meeting and closing remarks**

### 12.1 Members commented:

- This was the first in-person meeting of the Governing Body since March 2020. Members appreciated the opportunity to debate in person. There had also been access via videoconference for those who needed it, which was a positive outcome of business continuity for the pandemic.
- The mix of reports and presentations was well judged.
- Regarding impact on students, the discussions about strategy, staff recruitment, development and retention and Estate developments would have an impact on current and future students. Making sure governors with external networks understand the strategy and have materials to help them advocate for the college would also have a positive impact.

### 12.2 The Chair thanked Richard Calvert for his service to the college since his appointment on 1 August 2018 and wished him well.

## **22/1/13 Date and time of next meeting**

Wednesday 13 July 2022 at 08.30 – 11.30 in the Boardroom, City Campus