

**Minutes of the Corporation held on 28<sup>th</sup> June 2022  
Cambridge Campus 5:30pm**

**MINUTES OF THE MEETING**

**Present** Heather Du Quesnay, Chair  
 Mark Robertson, Principal  
 Tim Arthur  
 Martin Doel  
 Martin Clapson  
 Lynn Morgan  
 Tim Waller  
 Andy Jennings  
 Lesley Deacon  
 Neil Hunter  
 Jack Williams  
 Richard Tunnicliffe  
 Louise Armstrong  
 Michael Killick (Staff Governor)  
 Beryl Gillespie (Staff Governor)  
 Mason Friars (Student Governor)  
 Nathan Smith (Student Governor)

**In attendance** Michelle Dowse, Stephen Jones, Laura Kerry, Kate Da Costa, Corrin Hoyes,

**Clerk** Emily Baldwin

<p><b>1.1</b> <b>1.2</b></p>	<p>Declarations of Interest Apologies for absence</p>	<p>There were no declarations of interest.</p> <p>There were apologies for absence from Jo Lancaster, Bradley Dorrington, Yvette Watson and Paul Gaudin.</p> <p>New governors Nathan Smith (Student Governor), Beryl Gillespie (Staff Governor) and Louise Armstrong were welcomed to the meeting.</p>
<p><b>1.3</b></p>	<p>Minutes of the meeting held on 24<sup>th</sup> May 2022</p>	<p>The minutes of the meeting of 24<sup>th</sup> May 2022 were agreed to be a true record of the meeting.</p> <p>The planned Governor meeting with the College Management Group to discuss the 10 year vision would be rescheduled for September 2022.</p> <p>Governors asked that data on applications and enrolments be circulated by email prior to the next meeting. It was important to have a baseline position that set out attrition rates.</p>

1.4	Feedback from College visits, Student fora and conferences/training events	<p>Governors reported on College visits and events that they had attended.</p> <p>L Deacon reported on the Student Conference which had been attended by three governors. She reported on good attendance at the event with interesting feedback from students. N Smith also reported that it had been a worthwhile meeting and enabled a good handover to the new Student Union team. Governors asked that the feedback and actions from the event be circulated to those that attended.</p> <p>A number of governors had attended the Staff Quiz which had been an enjoyable evening.</p> <p>H Du Quesnay had attended the Rizing Games exhibition which she had found particularly impressive, with good attendance from students, parents and employers. She had been particularly pleased to hear from parents who reported how well their children had been supported emotionally by the College. M Killick said that three students had been nominated as finalists in the BAFTA Young Games Developer Awards.</p>
1.5	Video-student achievements	Governors welcomed the video on student achievements over 2021/22.
2.1	The CRC Offer	<p>M Robertson introduced his presentation on the CRC offer to cover key priorities, actions taken to create a surplus in 2022/23 and a review of CRC's offer 2023/24 and beyond.</p> <p>Identified priorities for the following year included:</p> <ul style="list-style-type: none"> <li>• Returning to surplus in 2022/23</li> <li>• Addressing inflation, pay pressures, recruitment challenges</li> <li>• T-level introduction, BTEC defunding, work placements from September 2023</li> <li>• Preparation for new Ofsted inspection format and focus from September 2022 on meeting skills needs</li> </ul> <p>M Robertson explained how cost savings were being made in 2022/23, through changes to a limited number of management posts which were already vacant, different delivery model for maths/English, some consolidation of employability provision and study programmes and a reduced number of support staff in posts that were already vacant. Governors stressed the need to ensure that the new Head of English and maths was appropriately supported.</p> <p>Governors discussed the College's apprenticeship offer. It was noted that the national achievement rate was only at about 50%. The cost of recruiting to apprenticeships meant that some apprenticeships had a very small margin, although this varied. The College would be reviewing its apprenticeship provision to understand how the margin varied, and to make proposals on which apprenticeships should be maintained, which dropped and whether there should be new apprenticeships. The College also needed to consider how recruitment could be carried out more efficiently. Governors advised management to look at market gaps in higher apprenticeships in the area but bearing in mind the additional risk posed by longer apprenticeships. They also advised that the L&amp;Q Committee track the number of apprenticeships past their end date.</p>

		<p>Governors discussed the options for adult programmes. They noted that the local market was crowded where leisure programmes were concerned and management would be marketing these on the website rather than direct marketing. Governors said it would be worth considering whether the College's facilities could be rented out to community groups. Employability provision would also be reviewed and the College could consider partnerships with private providers who had a strong track record in provision. International provision would be assessed in terms of the contribution it would make and its relevance to the market.</p> <p>The College would also look at the type of courses run at Huntingdon campus. The review would cover all options, and also look at transport routes. Governors asked to include options for running higher level courses at Huntingdon. Governors advised that any review looked at reputational risks and opportunities as well as financial ones.</p> <p>The review of the College's curriculum offer would be based on discussions with employers, employer groups and stakeholders regarding skills needs.</p> <p>Governors asked if there were new areas for the College to look into. The College would be considering transition courses for T-levels, particularly in construction. It was important for the College to be agile and respond quickly to the market.</p> <p>Governors asked about the Local Skills Improvement Plan. They asked whether it would be appropriate for a session for Governors. The College needed to learn from the current wave of pilots. It was noted that the Plan was at very early stages in the region, but the College should engage with the Chambers of Commerce to understand its current status.</p> <p>Governors asked for more information about higher technical qualifications. They asked that a broad competitor analysis be undertaken for the Governor Strategy Day in January 2023. There were a number of different qualification types, some of which were modular. Higher apprenticeships could be challenging to deliver as CRC was not an awarding body. It might be appropriate to deliver some in partnership with a local university.</p> <p>Governors asked for SEND provision to be included in any review.</p> <p>It was also important to have a thorough review of the College's systems. A consultation with staff was currently underway to investigate priorities for system improvement.</p> <p>Governors thanked M Robertson for an interesting presentation and noted that further information would be discussed with Governors at the January Strategy Day.</p>
3.1	Principal's Report	<p>M Robertson introduced the Principal's report.</p> <p>It was noted that the FE Commissioner had visited the College on an informal basis and there had been a productive meeting.</p>

		<p>The College continued to face significant staff recruitment challenges. A meeting with the Senior DfE Policy lead for FE Workforce had been very constructive.</p> <p>The College was preparing for an Ofsted inspection prior to April 2023. C Hoyes explained the key changes to the Ofsted framework that were due to be operative from September 2022. Key changes included a larger inspection team to facilitate an assessment of how the college was meeting skills needs. The College already had rich links with employers in curriculum areas and this would be featured in the College's self-assessment reports.</p> <p>It was noted that there would be an additional meeting with Governors to discuss skills. Governors discussed the most appropriate committee to look at this area. It was agreed that this already formed part of the Terms of Reference of the Commercial and Sustainability Committee. It would be more appropriate to rename the Committee Skills, Enterprise and Sustainability Committee to reflect current priorities. The Clerk would liaise with M Doel on any changes needed to the Terms of Reference.</p> <p>Governors discussed the English/maths changes in more detail. The changes would enable the College to improve its support for students with higher grades, particularly addressing any post-pandemic gaps. M Friars supported this approach as many students still had issues with spelling and grammar and this was important for future careers.</p> <p>Governors asked how the changes would be monitored. C Hoyes confirmed that this would be through skills checks throughout the year, and reported back to the L&amp;Q Committee.</p> <p>Governors noted the KPI framework. Although the number of apprenticeship starts was shown as red, the College had hit its income target. Governors also noted progress with the iMET sale.</p> <p>Corporation <b>approved</b> the change of name of the Commercial Strategy Committee to Skills, Enterprise &amp; Sustainability.</p>
3.2	<p>a) Budget 22/23 and 3 year forecast</p> <p>b) Budget savings</p>	<p>S Jones introduced the Budget for 2022/23 and the 3 year forecast.</p> <p>The Finance &amp; Resources Committee had considered the draft budget at its meeting on 12th May and again on the 14<sup>th</sup> June 2022. As a consequence of the discussions at the meetings, the overall proposed surplus budget stood at £50,000. The budget included a contingency line of £200k which would safeguard against challenges such as inflation and utility and transport costs. Risk in the budget had been reduced substantially by comparison with the current year.</p> <p>The budget included cost savings which had been attached for information. Each request for staff recruitment was considered at SMT level.</p> <p>The budget had been built via a combination of information from budget holders through both the curriculum planning process and a series of budget meetings, data entered onto the 4Cast system and assumptions made based on the experience of the performance against budget in the 2021-22 year. Multi-year trends for all types of provision were included in the report.</p>

		<p>The budget included a summary of risk and opportunity. It also included provision for a staff pay award.</p> <p>It was noted that achievement of the budget would move the College into good financial health.</p> <p>T Arthur said that the quality of the budget was significantly improved over the previous year and represented considerable work from the finance team. It also demonstrated a degree of creative planning in assessment of risk.</p> <p>Governors were supportive of addressing staffing challenges. Governors noted the risks around vacant posts and expressed concern about stress on staff. They noted that discussions on the pay award were ongoing with the unions. Governors asked about agency costs and noted that this was not budgeted for but would be covered by savings in the staffing budget arising from vacancies, as had been the case historically. There was limited flexibility to reduce the costs of procuring staff through agencies given the high demand for agency staff at the current time. Governors gave their view that any over-achievement of the budget should be invested into staffing. For example, if the College was able to sub-contract more adult education than the current threshold, this should be modelled to see if there was more possible investment for staff pay.</p> <p>Governors asked if our staff wages were benchmarked against comparators. There was only formal data on senior staff which showed we were in line with other colleges. There were concerns about low pay in the sector as a whole. SMT confirmed that salaries were matched or bettered for staff coming from other institutions where appropriate to do so.</p> <p>Corporation <b>approved</b> the Budget for 2022/23 and the Three-year forecast.</p> <p><i>T Waller, R Tunnicliffe and N Hunter left the meeting.</i></p>
4.1	Report from the Learning and Quality Committee	<p>L Morgan updated Governors on the main items of discussion of the meeting of L&amp;Q Committee on 7<sup>th</sup> June 2022.</p> <p>The Committee had received an update on attendance, delivery of English/Maths and apprenticeship achievement.</p> <p>The Committee had received the learner satisfaction survey which showed positive student satisfaction responses. They had also received an update on safeguarding.</p> <p>The Committee had discussed the Risk Register in some detail. They had made some suggestions to add an additional risk around T-levels and to include actions around improvements to engineering.</p> <p>Corporation <b>approved</b> the amended Terms of Reference.</p>
4.2	Report from the Finance and	<p>T Arthur updated Governors on the main items of discussion of the meeting of F&amp;R Committee on 14th June 2022.</p>

	Resources Committee	<p>In addition to the budget, the Committee had reviewed and agreed the Sub-contracting and Partnership Strategy, and Supply Chain Fees Policies. They had also received a report showing performance of subcontractors in the current year and proposals for the following year. These included two for the use of sub-contractors in 2022/23: the first case was included in the budget, the second assumed a growth case which was subject to ESFA approval. The Committee had approved the first case under delegated authority and recommended the growth case to Corporation as this exceeded the Committee's authority threshold (in the event that this is agreed by the ESFA).</p> <p>The Committee had reviewed the Pay Strategy which included minor changes to clarify market allowances.</p> <p>The Committee had also received the Health and Safety report and updated Health and safety policy.</p> <p>Corporation <b>approved</b> the:</p> <ul style="list-style-type: none"> <li>• Health and Safety Policy</li> <li>• Pay Strategy</li> <li>• Terms of Reference, with changes to reflect that some HR issues would be covered by the People and Governance Committee</li> <li>• Sub-contracting values for 2022/23 (including the growth case)</li> </ul>
6.1	Matters agreed between meetings	It was noted that no matters had been agreed electronically since the last meeting.
6.2	Any other business	There was no other business
6.3	Self-assessment of Governor performance	<p>Governors gave feedback on the meeting. It was noted that hybrid meetings were challenging and it was difficult for those joining online to participate.</p> <p>Governors felt the papers had been very clear, particularly the budget paper.</p>
	Presentation to Andy Jennings	The meeting concluded with a presentation to Governor A Jennings. A Jennings had been a Governor for 8 years. He had started his term at Huntingdonshire Regional College, and moved to Cambridge Regional College after merger where he became Chair of the Audit and Risk Committee. He was thanked for his enormous contribution to the College over his time as a Governor.

There was no other business and the meeting ended at 7:50 pm.