



4.	<p><b>Matters arising</b></p> <table border="1" data-bbox="193 226 1286 349"> <thead> <tr> <th data-bbox="193 226 264 286"></th> <th data-bbox="264 226 520 286">Matters arising 26.01.22</th> <th data-bbox="520 226 699 286">By whom</th> <th data-bbox="699 226 874 286">By when</th> <th data-bbox="874 226 1286 286">Status</th> </tr> </thead> <tbody> <tr> <td data-bbox="193 286 264 349">1.</td> <td data-bbox="264 286 520 349">Convene Student and Staff Focus Groups</td> <td data-bbox="520 286 699 349">TST</td> <td data-bbox="699 286 874 349">March 2022</td> <td data-bbox="874 286 1286 349">Ongoing</td> </tr> </tbody> </table> <p>The Chair advised that a date had now been scheduled for the next round of Staff and Student Focus Groups. This would be on 12<sup>th</sup> May 2022, at 11.05am and 12.40pm and the Clerk would send out a reminder to the Board after the Easter break to see if any fellow Trustees would like to join him on that day.</p>		Matters arising 26.01.22	By whom	By when	Status	1.	Convene Student and Staff Focus Groups	TST	March 2022	Ongoing	BMA
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	<p><b>PRINCIPAL'S REPORT</b></p>											
5.	<p>The Board reviewed the Principal's Termly Report together with an oral summary from the Principal of key points.</p> <p>In terms of KPIs, overall attendance was at 95.7% and retention at 95%. Data from previous years had been lost due to the cyber-attack and, as had been previously discussed, direct year on year comparisons were not possible, but the sense was that both attendance and retention were slightly down on previous years although it mirrored the experience of other Colleges.</p> <p>Marketing activities were noted together with the new look Prospectus 2023 which would include QR codes to access course information.</p> <p>Currently applications were over 1,300 and acceptances up to 840 and recruitment was positive for September 2022. The main focus for the start of the academic year 2022/23 would be on making students comfortable with the transition to College, as the feedback from applying students was that they were anxious about the transition. Marketing activities such as mini videos on social media included the transition from school to College and meeting the HoD to outline departments and subjects and were all ways at helping students bridge the gap between school and College.</p> <p>In terms of the national context, advanced information for A levels and GCSEs had been published back in February to help guide revision and exams were expected to take place as normal this year.</p> <p>The spending review 2022/23 had announced an extra 40 hours of activity and the additional hours could be used flexibly which was welcomed.</p> <p>The Principal highlighted the Disaster Recovery Planning exercise which had recently taken place. It had included the newly extended SLT and had been a useful training exercise for the team. In addition, JISC had carried out a full penetration test on the IT network and this had been a very positive exercise with any faults being relatively simple to fix.</p> <p>In respect of staff wellbeing, the report contained a detailed list of all the activities that had been organised in the last few months not only for individual staff wellbeing but also to encourage college community. This week had been Staff Wellbeing Week and it was also an opportunity to reflect on the last year which had been a tough year for staff. The initial impact and then the recovery from the cyber-attack, ongoing COVID implications and covering for staff off ill or self-isolating together with the addition of a large number of new staff had all played a part in what had been, in the view of SLT, one of the toughest years for staff.</p>											

	<p>The Board asked, in the context of CPD and the introduction of new staff, what CPD actually looked like for new staff. The Assistant Principal advised that induction took 10 days so there was a lot of information to take on board for new staff members but following induction, CPD was undertaken regularly but in manageable amounts.</p> <p>In terms of pastoral provision, the Principal highlighted the Gordon Ramsey Academy initiative which involved Level 2 students participating in an in-depth cooking class. The group included Young Carers, Looked After Children and students with 100% attendance or who had worked very hard in course subjects this year.</p> <p>In respect of staffing, then staff turnover since September had been relatively light. The Principal confirmed that the College were pleased to announce that they had appointed an Associate Director (IT &amp; Digital Strategy) and an IT Manager.</p> <p>The report contained detailed summaries of departmental, College and student successes, trips and visits. There were many highlights but of particular note was the success of one Woking College student who had entered the British Maths Olympiad 2 which only 100 students qualify for across the country and he had come in the top 25 maths students in the UK.</p> <p>Video digital newsletters were being made by the students and would be released every half term and were being led by one of the A level media students, who had been working in collaboration with the Financial Times to educate young people on financial issues, and who had over 1.2 million followers on Tik Tok.</p> <p>Trustees queried the process for selecting students to participate in the Excellence Programme and were advised that all students were assessed based partly on their GCSE examination results but also teacher nominations based on those students who were engaged and doing well in their chosen subjects even if their original GCSE examination results were not outstanding. SLT advised, for the avoidance of doubt, that the Excellence Programme was an open and democratic process and not elitist. The programme started at the beginning of Year 12 and ran through to the end of Year 13.</p> <p>The Board thanked the Principal for the comprehensive nature of his report.</p> <p>The Board <b>resolved:</b>  <b>To receive the Principal's termly report.</b></p>	
	<p><b>TEACHING, LEARNING &amp; ASSESSMENT</b></p>	
<p><b>6.</b></p>	<p>The Board received the EQR Report on Pastoral Curriculum &amp; an oral update on the EQR Report on Criminology.</p> <p>The External Quality Review Report was undertaken by colleagues from other sixth form colleges in the south east of England as a peer review. The process formed part of the College's annual quality assurance process and the intention was to identify good practice as well as areas for development and suggested strategies. The recommendations were then formed into an action plan and targets added to the department's QIP and impact was measured through the department's self-assessment reports.</p> <p>The EQR on the Pastoral Programme at the College was very complimentary in terms of the</p>	

topics covered and the manner in which they were covered such as the Woking Way and #WE18OSK initiatives.

The recommendations included streamlining the programme to allow tutors to make more efficient use of the time available. The Woking Way was a new initiative and it was still being embedded and the role now was for Year 13 students to understand the value of it.

The suggestion that there was a clear and definitive mission statement on the value of the pastoral programme was welcomed together with the feedback that the tutor sessions should be more active in their delivery and should support engagement through the way in which tutor groups were allocated.

In answer to a question about VESPA, the Assistant Principal advised that where the EQR questioned whether the VESPA programme had fallen out of favour, this was more a reflection of VESPA now being fully integrated into everything the College was doing. Going forward there needed to be a clear route outlined through consistent branding. SLT are considering how they might integrate the brands of #WE18YOSK, The Woking Way and VESPA

In terms of the Criminology EQR Report this had only just been received by the Assistant Principal and so the full report would be circulated to Trustees following the meeting. Again, the EQR Report had been very complimentary about the department, with every member of staff being new to the College in September 2021. The EQR Report had been prompted because previously the departments results had been disappointing and the College was aware that there were issues. A new teaching team was now in post and the EQR had commended them as a formidable team, praising their work ethic, the leadership support and method and style of teaching. Whilst there was a lot of work to do, the EQR anticipated that this time next year there would be a noticeable improvement. There were a lot of action points that came out of the report but also some notable positives.

Trustees questioned as to why there had been a problem in Criminology and SLT responded that it was a relatively new course and hence, there were less teachers available, and a lot of students had taken it as a social science alternative to Psychology believing it to perhaps be an easier option. Trustees also questioned what was in place to retain current Criminology teachers if they were in high demand. SLT talked about the training available and the supportive nature of the College and the fact that ECTs (Early Careers Teachers as opposed to the previous term of NCTs) now undertook a 2-year training course so any ECTS were likely to stay in place for a number of years before looking to move on for career progression.

It was agreed that the Clerk would circulate the Criminology EQR Report to Trustees after the meeting.

The Assistant Principal introduced the Quality Improvement Plan and gave an oral update on progress against the QIP. Questions were invited. SLT were pleased with the progress to date and there were half termly SLT meetings to review the QIP and to track the implementation of agreed action points. The Board were happy to endorse that the College was making good progress to date.

The Board **resolved:**

- 1. To receive the EQR Report on the Pastoral Programme;**
- 2. To receive an oral summary of the EQR Report on Criminology, with the full report to be circulated after the meeting; and**
- 3. To receive the QIP Progress Report.**

	<b>STRATEGIC</b>	
<b>7.</b>	<p><b>Capital Projects</b></p> <p>In light of commercial sensitivities, the Board designated this agenda item to be confidential and as such, it was agreed that this item would be minuted separately.</p>	
	<b>FINANCE</b>	
<b>8.</b>	<p>The Chair of the Finance and Audit Committee gave an oral summary of those matters considered by the Committee at the meeting held on 9<sup>th</sup> March 2022. Full details were set out in the minutes but the Chair highlighted the following points for the Board’s attention.</p> <p>The Committee had approved its Annual Report which had been prepared in accordance with its own Terms of Reference and the provisions of the new Academy Trust Handbook. The report also incorporated a review of the Terms of Reference and KPIs for both the internal and external auditors.</p> <p>The Committee had then reviewed the Management Accounts for January 2022 which showed an operating surplus of £137k. In headline terms, 19+ funding was down, and technology costs were up. The Committee had discussed at some length the submission of two new CIF bids, in addition to the original CIF bid for the windows. The two new bids related firstly to replace the roof on the main block and secondly to replace the Low Temperature Hot Water (LTHW) heating distribution services, equipment and controls. At a client contribution of 30% the anticipated costs of the two new bids had been reviewed, with the Committee seeking confirmation that both elements needed to be undertaken at this time. The Committee had also requested that in the future, the Committee should be appraised of all new CIF bids being considered by way of an ongoing maintenance schedule and in turn the Committee should also have the opportunity to review the level of contribution being proposed, if the contribution was £50k or above. This exercise could be undertaken by email if timelines did not permit for a meeting to take place.</p> <p>The Committee commended the January 2022 Accounts to the Board.</p> <p>In terms of the budget planning for 2022/23, the Committee had reviewed the budget and forecast assumptions and the Chair highlighted for the Board’s attention non-pay expenditure which had been increased to between 4-6% and utility increases of 50%. It had been discussed whether these increases were actually enough in light of current circumstances but SLT were currently undertaking a review of tariffs and were considering the possibility of a central purchasing pool with other S7 colleges.</p> <p>In respect of the internal audit function, the Committee had reviewed all outstanding audit recommendations and had discussed at some length those recommendations that had been made by the internal auditors but not implemented by the College. The rationale for not implementing particular recommendations had been tested and challenged by the Committee and accordingly, after review, the Committee had agreed to endorse the management responses.</p> <p>The Committee had then considered the IT Priorities Post Ransomware Attack Update including the recent JISC penetration testing exercise and the Committee were satisfied that good and timely progress was being made. In addition, the Committee welcomed the appointment of both the Associate Director of IT &amp; Digital Strategy and a new IT Manager.</p>	

	<p>The Committee had also reviewed the School Resource Management Self-Assessment Tool (SRMSAT) which included both governance and financial statements. Whilst the deadline for filing the report had passed, the Committee commended the SRMSAT retrospectively to the Board.</p> <p>Likewise, the Committee annually sought approval from the Board to authorise the Chair of the Finance &amp; Audit Committee to be able to sign off both the Budget Forecast Return Outturn (BFRO) and 3 Year Budget Forecast Return (BBFR3Y) as the deadlines for both documents fell outside of the timings for Board meetings.</p> <p>Finally, the Committee had also reviewed a number of policies, notably the Financial Regulations, Scheme of Delegation, the Whistleblowing Policy and Grievance Policy. There were no substantive changes proposed to any of the policies. The only changes proposed to the Financial Regulations were driven by the changes to the Academy Trust Handbook (effective from September 2022) and internal audit recommendations.</p> <p>The Board <b>resolved to approve:</b></p> <ul style="list-style-type: none"> <li>• <b>Minutes of the Finance and Audit Committee held on 9<sup>th</sup> March 2022;</b></li> <li>• <b>January 2022 Management Accounts;</b></li> <li>• <b>IT Priorities Post Ransomware Attack Update;</b></li> <li>• <b>School Resource Management Self-Assessment Tool (SRMSAT);</b></li> <li>• <b>Chair of the Committee to be duly authorised to sign off both the Budget Forecast Return Outturn (BFRO) &amp; 3 Year Budget Forecast Return (BBFR3Y);</b></li> <li>• <b>Financial Regulations;</b></li> <li>• <b>Scheme of Delegation;</b></li> <li>• <b>Whistleblowing Policy; and</b></li> <li>• <b>Grievance Policy</b></li> </ul>	
	<b>GOVERNANCE</b>	
9.	<p>The Board reviewed progress made against the Trustee Quality Improvement Plan 2021/22 most notably that all Trustees had now completed the online Safeguarding and Prevent modules and there had also been a bespoke whole Board training on Safeguarding practices at the College and OfSTED and the new inspection framework. In terms of staff and student enrichment and well-being then a Staff and Student Focus Group had already taken place with another one scheduled for later in the summer term together with a Board focus on wellbeing scheduled for the May meeting.</p> <p>The Chair reported on the NGA 360 appraisal process that had recently been completed. Whilst the format of the appraisal scheme for the appraisers had been considered anecdotally as a little cumbersome the individual feedback session for the Chair as the appraisee with an NGA appointed consultant had been informative and worthwhile. It was considered a useful exercise to be completed possibly every 2/3 years or should a new Chair be appointed.</p> <p>The Clerk advised that the NGA had produced a new Skills Audit template and asked if all Trustees could be kind enough to complete it and return it to her so that a Skills Audit could be completed in time for the Succession Planning meeting in May.</p>	
9.	<p><b>Any Other Business</b> There were no other items of business to discuss.</p>	

	The meeting closed at 7.55pm	
<b>10.</b>	<b>Date &amp; Time of Next Meeting</b> It had been suggested that the Succession Planning Working Group meeting originally scheduled for Wednesday 27 <sup>th</sup> April 2022 would now take place prior to the May Board meeting.  The next full meeting of the Board would take place on Wednesday 11 <sup>th</sup> May 2022 at 6.30pm.	