

**WOKING COLLEGE BOARD OF TRUSTEES
Wednesday 6th July 2022 at 6.30pm
Room S03 Science Block**

Present:	Tim Stokes Rob Kemp Rosh Sellaheewa Yasmin Aslam Alastair MacAulay Ben Smith Cullum Mitchell Brett Freeman	Chair Principal
In Attendance:	Nuweed Razaq Fiona Munday Laura Cook Barbara Maude	Deputy Principal Finance Director Assistant Principal Clerk to the Board

Item	Agenda Description	Action
	STANDING ITEMS	
1.	<p>Apologies for Absence & Declarations of Interest Apologies had been received from Jonathan Miles and Andy Williams (both of whom were on family holidays); Mike Mulheron (who had an existing work commitment); and Anne Middleton (who was feeling unwell). The apologies were agreed. No Trustee or member of SLT declared any pecuniary or other direct or indirect personal interest in any item on the agenda.</p>	
2.	<p>Introduction to the Board Meeting The Chair introduced the intent of the meeting, which was a celebration of the achievements of the year; to acknowledge the positive working relationship between the Board and SLT; and to review both the Principal’s report but also key financial papers, namely the Budget for 2022/23 and the 3 Year Financial Forecast. The Chair thanked the Finance Director for attending the meeting in order that she could address any questions from Trustees regarding the finance papers.</p>	
3.	<p>Minutes of the Previous Meeting The Board received the minutes of the previous meeting held on 11th May 2022. The Chair highlighted two small typographical errors on page 6. The amendments were agreed and the minutes agreed as an accurate record and approved for signature by the Chair.</p>	

4.	<p>Matters arising</p> <table border="1" data-bbox="245 224 1326 315"> <thead> <tr> <th></th> <th>Matters arising 11.05.22</th> <th>By whom</th> <th>By when</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Convene Staff and Student Focus Groups</td> <td>12.05.22</td> <td>TST</td> <td>Completed – feedback circulated by email and attached</td> </tr> </tbody> </table> <p>The Chair confirmed that the Staff and Student Focus Groups had taken place on 12th May. Jonathan Miles had joined him to meet with the students and both sessions had been informative and constructive. Feedback had been shared with both SLT and the Board and follow up sessions would take place in the new academic year.</p> <p>Points coming out of the two meetings had been discussed between the Chair and Principal and for example, flowing from discussions with the students, the Chair advised that he had initiated discussions between the College and Woking hospice as to the possibility of providing work placements for health care students and this was presently under discussion.</p>		Matters arising 11.05.22	By whom	By when	Status	1.	Convene Staff and Student Focus Groups	12.05.22	TST	Completed – feedback circulated by email and attached	
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	<p>PRINCIPAL’S REPORT</p>											
5.	<p>The Board received the Principal’s termly report.</p> <p>The College’s overall KPI position was noted, with attendance standing at 95.9% and retention at 92.4%. Retention was in line with data from 2018/19 of 92.7% which was viewed as the more reliable year for data comparison in light of the implications of the pandemic for the academic years of 2019/20 and 2020/21.</p> <p>Both applications and acceptances were up but as the Principal always stated, it was difficult to know exactly what the 16-18 cohort would ultimately decide to do. In terms of marketing, some of the recent highlights included a very positive Applicants evening (for parents); the Lightbox Exhibition and a revamped College website. Going forward, there would be an August Confidence Campaign to coincide with GCSE results with the use of social media and outdoor media targeting incoming students and a video sent to all acceptances pre-GCSE results.</p> <p>In terms of Learning and Teaching, the Principal highlighted the work of Terry Wilks in developing teaching pedagogy through the use of the new instructional coaching model in “WalkThrus”. Next year, the College would continue to develop its teaching practice through the re-structuring of several departments and WalkThrus. Year 2 would include a departmental focus on creating “WalkThru Inquiry Projects” which aimed at getting staff to think how they could collaboratively support each other’s departments.</p> <p>In terms of the national context for sixth form colleges, the Principal advised that results generally were anticipated to be actuarially down on the previous two years and it was envisaged that they would be in line with results from 2019. However, through robust and fair teachers’ assessments and the TAG process, the College had not over inflated grades and therefore were not anticipating a major drop in exam results. SLT were optimistic for a good set of results for 2021/22.</p> <p>The Principal mentioned recent SFCA campaigning and policy developments, highlighting the College’s support for the #ProtectStudentChoice campaign to preserve as many Level 3 qualifications as possible.</p> <p>Pay negotiations were ongoing and there was talk within the sector of industrial action.</p>											

The main pressure discussed at the recent S7 Principal's Conference related to the challenges in terms of the recruitment of staff. Agency costs were significant and currently the College were still trying to recruit a mental health nurse and an accounts executive.

In terms of accommodation, the new teaching block was progressing to plan and to cost with an anticipated completion date of 4th December 2022. Monthly updates would continue to be monitored by the Estates Working Party. The College would be able to include the new teaching block in tours from the October half term.

The OWCC draft Heads of Terms were currently being reviewed with an expected start date of early September 2022, completion by March 2023 and College occupancy shortly after Easter 2023.

The works had been agreed, value engineered from £3.1 million to £2.1 million. In essence, this had meant stripping out the proposed external works to the building. However, the Trustees of the OWCC had made a bid for more money specifically to see if the external works could be undertaken and as part of that bid process had received over 300 positive comments from the local community. There was considerable support from local stakeholders for the whole project to be undertaken so the OWCC were currently waiting on news as to the success or otherwise of the latest bid.

This being a Woking Borough Council project, funding had been agreed with the College's contribution fixed at £700k. It was agreed that the Heads of Terms should be shared with the Estates Working Party for their consideration before the end of term.

In terms of the windows projects, most of the windows would be fitted over the summer break with the Top Block being completed in the October half term.

Works were also being undertaken over the summer to refit the staff room, which would provide greater comfort and space as pigeon-holes and photocopiers would be moved to the outside corridor.

The Principal also updated the Board on the recent Year 12 Careers Fair held on 30th June. There had been over 150 stands in the Sports Hall spanning a wide breadth of career opportunities from employers through to apprenticeship providers. Over 50 separate career talks had been available and each student had received a personalised schedule for the morning. It had been a very successful event with feedback putting it on par to a University Careers Fair.

In terms of work experience, the College were delighted that so many students had been able to get back into the workplace in person with 334 work experience placements having taken place this academic year. This compared well with pre-COVID placement numbers for 2018/19 which had seen 337 in-person placements.

As to staff turnover, there were less than 10 new staff starting in 2022/23 which compared well to the 36 who started in 2021/22. The Board reviewed the staff wellbeing section of the Principal's report in particular the overall wellbeing events and strategies that had been put in place over the year and the focus group held to discuss staff workload culminating in the "You said...We did..." action plan.

	TEACHING, LEARNING & ASSESSMENT	
6.	<p>The Board received the Curriculum Intent Position Statement and details of curriculum changes for 2022/23.</p> <p>The curriculum intent position statement outlined the College’s strategic and cultural intent in terms of the curriculum. The statement included information in italics which formed the link to how this would be implemented.</p> <p>The statement would be reviewed by OfSTED and everything that the College undertook in terms of the curriculum flowed from this statement. A new point 10 had been included in terms of promoting a curriculum that produces outcomes for society with students encouraged to think critically and sagely about the world around them, to celebrate diversity and inclusivity and consider their impact on the environment.</p> <p>In terms of curriculum changes for 2022/23 there had been only a few minor changes which included a number of changes to vocational exam boards; the A level Art courses changing exam board from Edexcel to AQA (as AQA placed more focus on practical art work); and the withdrawal of the offer of Latin A level due to low student numbers.</p> <p>The Board resolved: To receive and endorse the Curriculum Intent Position Statement and to note the curriculum changes for 2022/23.</p>	
	FINANCE & AUDIT COMMITTEE	
7.	<p>The Chair of the Finance and Audit Committee gave an oral summary of the main points discussed at the Committee’s meeting held on 16th June 2022 and which were also set out in the minutes of that meeting (agenda item 7.1).</p> <p>The Chair confirmed that the Committee had held a closed session with the auditors prior to the meeting. This was a practice that the Committee were keen to put in place on a regular basis to ensure that there was a mechanism to enable them to have direct dialogue with the auditors. They had discussed with the auditors, for example, the appropriate monitoring of capital projects and were pleased to report that the process currently in place, with projects being monitored by the Estates Working Party and then in turn the Finance and Audit Committee, were considered by the auditors to be both appropriate and and robust.</p> <p>In terms of internal audit reports, the Committee had reviewed the Individualised Learner Record (ILR)/Funding Review Audit. There had been two recommendations made, both of which had been agreed by management, and the Committee had endorsed both the responses and the agreed timelines.</p> <p>In terms of Risk Management, the Committee had reviewed the Risk Register for 2022/23.</p> <p>The Deputy Principal took the Board through the new format Risk Register which now utilised a dashboard format and set out 12 risks as opposed to 13. There were 4 notable changes to highlight: Risk 2 (which related to increased running costs); Risk 5 (reflecting the introduction of exams to vocational courses); Risk 7 (the College’s response to COVID regulations and requirements which had been downgraded); and Risk 12 (which had been</p>	

introduced due to significant changes to SLT for last year which had now been removed).

The Chair of the Committee reiterated for the purposes of the Board, that he fully supported the format and content of the Risk Register but had asked management in the Committee meeting whether they were entirely happy with the definition of controls and assurances. He has also suggested that management may wish to share the new format with both the internal and external auditors as based on professional experience, people could have different interpretations of terms such as controls and assurances. The Committee had discussed whilst the risk score in terms of likelihood had changed on some risks, whether it was also possible to change the impact.

The Deputy Principal advised that since the Committee meeting, due to other College commitments there had been insufficient time to follow up on these particular queries but going forward management would look at both the definition of terms and the mitigation of impact.

Continuing the summary of points discussed, the Chair advised that the Committee had reviewed the 5 IT priorities originally suggested by R-SM following the ransomware attack.

An internal audit was due to be undertaken on IT and that report would come to the Committee for consideration at the next meeting. Following receipt of the internal audit report on IT, the Committee had agreed that the IT Priorities Update could be removed as a standing item on the agenda and it would be sufficient for there to be an annual IT review presented to the Committee.

The Committee had reviewed the April 2022 Management Accounts noting that any variances were mainly due to changes in the pay expenditure forecast.

In terms of the Budget for 2022/23 and the 3 Year Financial Forecast, the Committee had reviewed budget sensitivities in relation to student numbers (both increases and decreases) and inflationary increases.

The Board discussed the range of inflationary pressures for example, energy costs, insurance increases, food increases and pay negotiations.

The Principal advised that any pay award was unlikely to be agreed until March 2023.

Prices were increasing in the College's Costa outlet. Canteen prices were largely static but would inevitably start to creep up. The £3 meal deal for those on bursaries was increasing to £3.50.

Under capital projects, in addition to the information already provided by the Principal earlier in the meeting, it was noted that in terms of the OWCC, the College would be spending the agreed amount of £700k. As highlighted in the Committee minutes of 16th June 2022, the College would be incurring an additional sum which was linked to the non-recovery of professional fees incurred prior to May 2021, although this was subject to an ongoing appeal.

The Committee had reviewed the External Audit Plan for the year ending 31st August 2022 and three letters of engagement from Azets, the external auditors. Although already reviewed and accepted by the Committee, the documents required formal Board approval so were presented to the Board in their entirety.

	<p>The Board resolved:</p> <ol style="list-style-type: none"> 1. To receive the minutes of the Finance & Audit Committee meeting held on 16th June 2022; 2. To approve the April 2022 Management Accounts; 3. To approve the Budget for 2022/23 & Three-Year Financial Forecast; 4. To approve the Audit Plan fye 31.08.22 & External Auditor's 3 Letters of Engagement; 5. To approve the Risk Register 2022/23 	
	POLICIES	
8.	<p>The Board reviewed the Health and Safety Policy and the Disaster Management Policy.</p> <p>There had been no significant legislative changes since either document was reviewed. However, names and roles had been updated to reflect the current College management structure.</p> <p>The Principal also advised that IT disaster recovery did not currently form part of the Disaster Management Plan as this would be added once the new IT Manager had settled fully into the role.</p> <p>The Board considered both documents very comprehensive with informative and useful guides.</p> <p>The Board resolved to approve:</p> <ol style="list-style-type: none"> 1. Health & Safety Policy; and 2. Disaster Management Plan 	
	SAFEGUARDING	
	<p>The Board received the Safeguarding Report, which in the absence of Helena Clarke, the Assistant Principal, was presented by the Deputy Principal.</p> <p>The report provided a comprehensive summary of the key safeguarding points of the academic year.</p> <p>These included the audit of all safeguarding processes by the internal auditors in July 2022 which concluded there was a strong level of assurance with many examples of good practice; staff being trained as a CEOP (Child Exploitation and Online Protection) ambassadors; all staff receiving annual Safeguarding and Prevent training (which alternated between online and face-to-face training); and all Trustees having completed both online and face-to-face training.</p> <p>The pattern of safeguarding and mental health concerns continued to change with a slight decrease in the number of high-level mental health concerns but a considerable growth in lower level anxiety concerns.</p> <p>The College's wellbeing and mental health support had grown in 2021/22 with an increase in cross-College wellbeing events and the launch of the College wellbeing Podcast.</p> <p>The Board welcomed the report, noting the detailed summary of the four levels of concern</p>	

	<p>and the detailed support available for mental health issues.</p> <p>The Board resolved: To receive the annual Safeguarding Report.</p>	
	<p>GOVERNANCE</p>	
10.	<p>Election of Chair & Vice Chair</p> <p>The Clerk advised that the election of the Chair and Vice Chair of the Board were annual appointments and she had received confirmation that Tim Stokes was prepared to stand as Chair of the Board. Tim Stokes was proposed by Alastair MacAulay, seconded by Rosh Sellaheewa and unanimously agreed by the Board.</p> <p>Rob Kemp confirmed that he would not be standing for Vice Chair.</p> <p>It was therefore agreed, that the post of Vice Chair would be held over until the first meeting of the new academic year to enable all remaining Trustees to consider putting themselves forward for the post.</p> <p>The Board resolved: To appoint Tim Stokes as Chair of the Board with effect from 1st September 2022 for the duration of the academic year 2022/23.</p> <p>Committee Membership 2022/23</p> <p>The Board noted and approved the proposed committee membership for 2022/23.</p> <p>The Board received for information the minutes of the Succession Planning Working Party held on 11th May 2022.</p> <p>The Clerk highlighted one matter arising from the Committee’s meeting, which related to the consideration of an external review of governance. The Committee had discussed possible reviewers and timelines and following up on their discussions, the Clerk, the Principal and the Chair had met (virtually) one potential reviewer, namely Fiona Chalk of Governance 4FE. It had been agreed, following that successful meeting, that Fiona Chalk would be commissioned to undertake an external review of governance in 2022/23, preferably with a start time after the October half term. In terms of the involvement of other Trustees, then the Clerk advised that Ms Chalk would be talking to each individual Trustee as part of the review.</p> <p>The Board also received the Designated Safeguarding Trustee’s Annual Report. Unfortunately, Anne Middleton was not present at the meeting but her report had been compiled following the last visit she had made to the College (having attended at other times throughout the year) and confirmed the processes she had reviewed, the discussions undertaken on the current safeguarding challenges and that the annual review of the DBS Single Central Register had also taken place with full assurance obtained.</p> <p>As part of the Link Trustees Scheme, feedback forms from visits undertaken this term by Jonathan Miles (Humanities) and Alastair MacAulay (Sports and PE) had been circulated for Trustees’ information.</p> <p>The Clerk asked that both Trustees and SLT complete the Declaration of Gifts & Hospitality</p>	

	form circulated with the agenda for 2021/22.	
11.	<p>Any Other Business</p> <p>The Clerk enquired whether the Board would consider a start time for Board meetings moving forward to 6pm rather than 6.30pm in the new academic year as it did make a very long day for those members of SLT required to attend.</p> <p>The Board unanimously agreed to move the Board meeting start time forward to 6pm from 2022/23.</p> <p>The Deputy Principal advised that the College had received official confirmation from both the Information Commissioners Office (ICO) and the DfE that their respective files had now been closed following the College’s ransomware attack last year.</p> <p>The Principal advised Trustees that management were fairly certain that 2022/23 would see an OfSTED inspection.</p> <p>It was agreed that the content and format used for last years’ Heads of Department Conference for Trustees, which had been well received, would be replicated in September 2022.</p> <p>The Chair commended the recent LightBox exhibition for showcasing brilliant and diverse art.</p>	
12.	<p>Date & Time of Next Meetings</p> <p>It was agreed that the next meeting of the Board would take place on Wednesday 14th September 2022 from 4.15pm which was the Trustees Conference with Heads of Department, followed by a Board meeting.</p>	