

**Meeting** Corporation

<b>Date &amp; Time</b>	23 October 2023	5:30pm – 7:30pm
<b>Location</b>	E201	Telford College
<b>Governors attending</b>	Gail Bleasby	Chair of the Corporation
	Graham Guest	Principal and CEO
	Stew Watson	Link Governor, Capital & Estates
	Ruth Matthews	Link Governor, Assessment & Achievement
	Manny Jhawar Gill	Link Governor, SEND / vulnerable students
	Kevin Barton	Link Governor, Curriculum Planning & Quality
	Chris Pallett	Link Governor, IT.
	Martin Seymour	Staff Governor
<b>Clerk In attendance</b>	Joanna Perch	Clerk to the Corporation
	Janet Stephens	Deputy CEO
	Ian Browne	VP Curriculum
	Phil Brockhurst	Director of Data & Performance
	Matt Parry	Head of Finance
	Sarah Jones	AP for Student Experience & Safeguarding
	Paul Birch	Strategic Transformation Officer
	Caroline Bastow	Head of Quality & LTA
<b>Apologies</b>	Louise Biffin	Vice Chair of the Corporation
	Karina Saini	Student Governor
	John Abbott	Staff Governor

No	Item	Action
<b>PROCEDURAL MATTERS</b>		
<b>1.</b>	<b>Welcome, apologies and introductions</b> The Chair opened the meeting at 5.30pm.	
<b>2.</b>	<b>Procedural matters</b> Apologies were received from Louise Biffin, Karina Saini, Stew Watson and John Abbott  The Chair noted for the minutes; <ul style="list-style-type: none"> <li>the resignation of Paul Birch on 10<sup>th</sup> July 2023.</li> <li>End of Term for Governors Louise Biffin and Ruth Matthews was 6<sup>th</sup> October 2023. Both Governors agreed to continue in position for another term.</li> <li>Student Governor, Shannon Marsh-Lloyd, has completed her college course and is no longer a student at the college having left at the end of the last academic year. Student recruitment is currently under way.</li> </ul> <p>The Deputy CEO informed the Board of a possible conflict of interest stating she was now on the IoT board.</p>	
<b>3.</b>	<b>Minutes of the last meeting</b>	

No	Item	Action
	<p>It was noted there was a typing error on page 2 of the minutes of the previous meeting held, 10<sup>th</sup> July 2023. The Clerk confirmed the error had been amended and Governors acknowledged approval from the wider corporation of the minutes of the meeting of 10<sup>th</sup> July 2023</p>	<p><i>Approved</i></p>
4.	<p><b>Matters arising</b></p>	
	<p>Governors considered the matters arising from the previous meeting, noting all but items 1 and 2 were now blue.</p>	
	<p>Item 2, which was green, was noted as being on today's agenda.</p>	
	<p>Mitigation for item 1 was noted to have been discussed at 19<sup>th</sup> June Audit Committee meeting in discussions around the addition of an extra column to the combined strategic risk / BAF register.</p>	
	<p><b>TCAT MAT membership</b></p>	
	<p>The Clerk informed the board that TCAT MAT needs 3 members which it draws from Corporation. Corin Crane was one of those three members and therefore, as he has resigned, there was a need for someone to take his place. Ruth Matthews volunteered for the role.</p>	<p><i>Ruth Matthews volunteered for position of TCAT MAT member.</i></p>
	<p><b>Audit Committee membership</b></p>	
	<p>The Clerk informed the board that having recently lost 3 members, the Audit Committee was in dire need of Governors. Currently only 2 Governors were on the Audit Committee. Two members are needed for quoracy as per terms of reference which left no room for any apologies. Also, post 16 ACOP states 3 members necessary for Audit Committee.</p>	<p><i>Martin Seymour volunteered for position of Audit Committee member.</i></p>
	<p><b>Addition of requested reports</b></p>	
	<p>The Clerk noted the IoT update, risks and mitigations around ONS reclassification had been added to the agenda as per Governors' request.</p>	
5.	<p><b>Governors' updates</b></p>	
	<p>A corporation member noted he had visited the college for a digital hub meeting.</p>	
	<p>The Principal &amp; CEO noted he had met with IT link governor for advice on the strategic digital transformation of the college.</p>	
	<p>The Chair noted she had attended a Safeguarding for Chairs meeting.</p>	
6.	<p><b>Written Resolution</b></p>	
	<p>Governors acknowledged the written resolution report and approval by written resolution of the safeguarding policy, subcontractors List and King's Street Covenant.</p>	
	<p>The Chair highlighted the revision by solicitors after signing, to the King's Street Covenant and relevant papers that were circulated, seeking confirmation from the Deputy CEO on the specifics of the amendment.</p>	
	<p>The Deputy CEO confirmed the amendment was to ensure the college would have the opportunity to reclaim any VAT back from the council if applicable.</p>	

No	Item	Action
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### REGULAR & REQUESTED REPORTS

7. **Risk and mitigations around ONS reclassification** *Brought forward from 18-09-2023*

8. **IoT regular update** *Brought forward from 18-09-2023*

9. **Early repayment of loan** *Brought forward from 18-09-2023*

The Chair of the Corporation informed the Board there were a number of items on the agenda brought forward for information from the corporation meeting of 18<sup>th</sup> September 2023 that had been cancelled.

She noted all pre-meeting questions had already been satisfactorily answered by the college and queried whether Governors had any further queries regarding the ONS reclassification update, early repayment of the loan, or the IoT update.

There were no further questions or comment.

### 10. LTA regular update

The Head of Quality & LTA gave the update to the Board noting positive changes around staff and classroom practices as a result of feedback from learning reviews and the intensive work carried out in curriculum areas. She gave examples of this and highlighted the following key areas:

- EMERGE has been filtered through all areas of the college enabling students to track their work and progress.
- Sport and PUS using providing more open-ended activities to facilitate students in developing their higher order thinking skills.
- Professional development for all staff had been provided with the focus on pedagogical improvements. John Evans from Cornwall College who is also a practicing OFSTED inspector, had been invited to the college who delivered an exciting session which helped staff to see what outstanding would really look like within the classroom which boosted morale within the teams.
- Quality support meetings had been held and enabled:
  - robust conversations
  - critical challenge
  - open discussions around what is happening in each area and what can be done to support teams to make improvements and have some pace behind those improvements.
  - Identification of areas in need of focus (timetabling, attendance, ensuring learning walks are a core feature of managers practice).

The Chair queried whether it was students of staff who were 'exceptionally positive'? The Head of Quality & LTA confirmed it was both, noting students had settled in quickly this year and had approached learning in a different way. She stated it was also about teaching staff and the way they have come into the year well engaged and motivated. She highlighted positive feedback from staff around their professional development over the last 12 months, and how staff had been using what they had learned in terms of schemes of work.

No	Item	Action
	<p>The Chair asked the Staff Governor present for his opinion, and he stated he had noticed a positive change in behaviour from students and that students seemed more engaged.</p>	
	<p>The Chair sought confirmation of whether staff were able to visualise what outstanding would be like for their specific subject areas as a result of the session held with John Evans. The Head of Quality &amp; LTA confirmed the session had not been subject specific and explained he had delivered, "what does outstanding look like, using outstanding teaching and learning practices". The emphasis had been on using material at hand and applying to get results. She stated the session had helped teachers to understand that outstanding was not about one individual lesson but rather about the whole picture, incorporating attitudes of staff, professionalism, and the way people present themselves.</p>	
	<p>A corporation member questioned how the college would capitalise on this moving forward. The Head of Quality &amp; LTA stated the college had focused on training directors and managers, and tasked managers to disseminate down into the teams. She noted as many of them were still teaching they had tried the strategies in the classroom and seen the impact it has made and have then been able to talk, first hand about the benefits. They have delivered their team meetings using some of the strategies.</p>	
	<p>The noted a request for an update on the A level provision and asked if this could be included in the next month's report. The Head of Quality &amp; LTA noted there were already milestones and checkpoints put in place, highlighting the first significant checkpoint would be in November after students would have reached milestone 1 giving an opportunity to compare the data.</p>	<p><i>Head of Quality &amp; LTA to include A level provision in next month's report.</i></p>
11.	<p><b>Safeguarding regular update</b> <i>Brought forward from 18-09-23</i></p>	
	<p>The Assistant Principal Student Experience and Safeguarding gave the monthly safeguarding update highlighting four main points around increased presence of safeguarding information:</p>	
	<ul style="list-style-type: none"> <li>• New approach this year, having information on all screens around the college campus to increase awareness.</li> <li>• Successful staff lockdown training delivered on Monday 4 September. Follow up included answering any questions or concerns that arose. Staff were able to email directly enabling personalised responses to individual concerns.</li> <li>• Student practise Thursday 26 October prior to October half term. It was noted any students who may be anxious had been identified and offered extra support. She highlighted there had been 3 weeks of comms going out to students and parents in preparation for the lockdown practise.</li> <li>• Safeguarding policy had been approved at Corporation and was being delivered to staff via CPOMS where the college is able to obtain a read receipt.</li> </ul>	
	<p>Governors were asked to approve updated monthly report layout. The new layout had been based on recommendations from the external safeguarding supervision support mentor in order to reflect the KCSiE guidance to give</p>	<p><i>Governors <b>approved</b> the new monthly update layout.</i></p>

No	Item	Action
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clarity around where any patterns or trends could be identified when comparing to this time last year.

The Assistant Principal Student Experience and Safeguarding noted one major increase being the ability to identify early on students from the LGBTQ+ community or students in need of pastoral support plan. She noted this was as a result of the good work carried out over the summer with Transition.

She noted query from Governors around what CIN was and stated this was the acronym for Child in Need (CIN) and relates to any students subject to a plan from Section 17.

The Assistant Principal - Student Experience and Safeguarding highlighted the complexity of cases arising, shown by an increase in suicidal ideation and self-harm for the last academic year which was consistent with the national trend.

The Chair queried if the college had sufficient counts of provision in place asking for opinions around whether provision is at the correct level.

The Assistant Principal Student Experience and Safeguarding responded, noting the increase in counsellor hours since the beginning of the academic year had made a positive impact on students. She informed the Board students must self-refer and should they fail to attend their appointment, they are contacted. If students continue to miss appointments, the safeguarding team ensure they are signposting continually to external support. She highlighted in the most complex cases, students may receive counselling outside of college and therefore do not need the use of college resources. She stated the team had a method of differentiating those students, ensuring the team has clarity about the support students are receiving, be it from the college or external sources, and this approach is proving highly effective. An additional safeguarding officer was noted.

The Chair queried Governor training and whether there was a list of what Governors need to do. The Assistant Principal - Student Experience and Safeguarding noted Governors had access to the iHasco training programme used by the college via their college email. After some discussion around the ease of access to these emails and / or use of personal emails, the Clerk informed the board the use of personal emails presented a security risk and that Governor Hub should be up and running very soon, negating these issues as the hub enabled a direct link to iHasco.

A Corporation member queried whether there was a time frame and it was confirmed that there was.

The Corporation member noted the opportunity to capitalise on Black history month to focus on EDI questioning if current numbers could be telling us something about current attitudes. The Head of Quality & LTA suggested this was not the case and pointed out this training was only recently mandated.

The Vice Chair of the Corporation had sought confirmation the college IT met set standards around online safety expectations. The Assistant Principal –

No	Item	Action
	<p>Student Experience and Safeguarding confirmed the smoothwall system did give sufficient filtering and monitoring for which she received regular reports.</p> <p>Another Corporation member questioned why the online filtering and monitoring had shown drastically lower numbers of E safety incidents this year versus last year.</p> <p>The Assistant Principal – Student Experience and Safeguarding explained the decision had been made to only report on instances where, through questioning, it was determined there was a real risk. The smoothwall had previously been flagging things that were of no risk or real concern.</p>	

## POLICIES

### 12. Governor Expenses Policy

The Clerk highlighted minor changes made to update the Governor Expenses Policy which was being recommended for approval by the audit committee.

A corporation member pointed out there was a need for a time frame around claims being made. The Clerk agreed a 3-month time frame should be included.

**Approved**  
subject to addition of stipulation expenses must be claimed within 3 months.

The Board gave approval of the policy subject to the amendment around time frames being added.

### 13. Conflict of Interests Policy

The Strategic Transformation Officer presented the Conflicts of Interest policy for approval as recommended by the audit committee.

He noted the current policy review period for this policy is 1 year and his recommendation is to review every 3 years, providing there is no major legislative change.

He highlighted major changes made to reflect statutory expectations, based on safeguarding best practice and College reclassification as a public body in respect of the gift disclosure section.

**Policy approved.**  
**3-year review approved.**

The Board agreed to approve the policy and the new 3-year review time period.

### 14. Grievance Policy

The Strategic Transformation Officer presented the Grievance policy with tracked changes for Governors to review and consider for approval.

He noted the introduction of external mediation to resolve disputes and to assist in seeking resolutions. He highlighted the need to support staff who have had grievances raised against them acknowledging the responsibility to support all involved during the process.

The Transformation Officer noted this policy required consultation with trade unions. He stated the board is being asked to approve the policy being taken

No	Item	Action
	<p>to the union for consultation and acknowledged if any further changes were requested from the union, the policy would then be brought back to Board.</p> <p>The Chair of the Corporation queried whether any grievances brought through the informal route would be recorded. The Transformation officer confirmed they would be recorded at HR to enable the college to look for a level of understanding around any patterns arising.</p> <p>Governors noted the informal route could be misconstrued as an attempt by the college to sweep things under the carpet. The Transformation Officer noted it was best practice to try to resolve grievances at the first opportunity but acknowledged there would be some circumstances where it would be difficult. The Principal &amp; CEO suggested this could be something emphasized within staff training rather than within the policy.</p>	
	<p>The Chair of the Corporation highlighted the timescales around the Chair and Vice Chair could be quite challenging. The Transformation Officer stated he would strengthen the wording around timescales to encompass situations where timescales cannot be met.</p>	<p><i>Transformation Officer to strengthen wording around timescales to encompass situations where timescales cannot be met.</i></p>
	<p>A Corporation member questioned if there was a rationale behind using the Chair and Vice Chair in these situations and the Transformation Officer explained this would only be needed if the grievance was against the Principal &amp; CEO.</p>	
	<p>The Chair of the Corporation sought confirmation of how external mediation would be implemented and whether there was a company in situ. The Transformation Officer noted once this was agreed by Corporation the college would enter into a service level agreement with an organisation who offers the mediation service.</p>	<p><b>Approved</b>  <i>policy to move forward to Union subject to minor changes discussed. Only to come back to Board if no changes from Union requested.</i></p>
	<p>Governors agreed to approve the policy for presentation with the union subject to policy being brought back to the Board should there be any amendments.</p>	

## 15. Governance Risk Register

The Clerk noted updates made to the Governance Risk Register highlighting an increase in risk around Corporation member numbers especially in regard of the Audit Committee who currently only have enough members to be quorate.

The Chair of the Corporation suggested an update on the Governor Recruitment process would be pertinent.

The Clerk informed the Board there were 6 candidates for the position of Telford College Governor to be interviewed on the 25<sup>th</sup> October 2023.

A Corporation member sought confirmation of how many vacancies there were currently.

No	Item	Action
	<p>The Clerk informed the Board there were currently 4 vacancies and briefly explained her plans for succession planning in terms of the possibility of co-opted Governors with current Governors mentoring them.</p> <p>The Chair sought confirmation of when the external reviewer would be observing meetings and what else was planned within the review.</p> <p>The Clerk informed the Board the external reviewer would be observing the 11<sup>th</sup> December Audit Committee meeting and the 15<sup>th</sup> January Corporation meeting.</p> <p>It was noted the external reviewer had already met with the Chair of the Corporation, the Principal &amp; CEO and the Clerk and would soon be issuing questionnaires for Governors and executive members of the college.</p> <p>The Clerk informed the Board the external reviewer had also indicated she would like to undertake conversations with some Governors, the Clerk and executive leads at a later date and would finally present her review to the March 2024 Corporation meeting bringing the college within the July 2024 deadline for external reviews to be complete.</p>	

**16. Procurement Policy**

The Head of Finance presented the Procurement Policy for the Boards consideration and approval.

He noted a section had been added to show those services which do not require a purchase order. This had been included at the request of the internal auditors as this list had previously been included in a separate policy.

He noted a further change around the purchase value requiring 3 written quotes, stating the level had previously been £5000 but had been amended to £3000 bringing it in line with Financial Regulations.

Governors queried how much extra work would be involved for the finance team as a result of lowering the threshold discussed. The Head of Finance confirmed there would be no extra work created for the finance team as a result.

Governors agreed to approve the Procurement Policy.

*Approved*

**17. Strategic Risk Register**

The Head of Finance noted minor changes to the strategic risk register, with no significant updates.

He highlighted the highest risks being around the withdrawal and funding for AEB and reduction in student numbers. He noted as of September student number could be compared against allocation levels and this had been reported within the KPIs.

**18. Management Accounts Year End****Year End Accounts**

The Head of Finance gave a brief verbal update on year-end accounts. He noted he was currently waiting on the R14 for AEB and apprenticeships to come in but otherwise, everything was complete including the narrative and showing the college to be making a healthy profit. He stated auditors are happy with the college's position.

The Chair queried whether the auditors had given a timeline for their audit review. The Head of Finance informed the Board the audit review was scheduled for mid-November. The Chair sought confirmation that the auditors would be joining the December Corporation meeting and the Head of Finance confirmed this would be the case.

**Management Accounts**

The Head of Finance reported the management accounts had minor formatting changes for ease of reading.

He noted apprenticeships were currently at amber but stated this was due to lagged element of funding not yet being drawn down. He highlighted the big risk for apprenticeships was around reduction of carrying students but noted to date there had been only 4 withdrawals which was significantly lower than previous years.

He noted a new monitoring spreadsheet developed around AEB which was currently tracking as amber but would be updated after October's management accounts, stating there was nothing of concern at this point.

The Chair noted AEB had been red for a number of years and queried what was different this year enabling it to be amber.

The Deputy CEO explained the college now had control processes in place for monitoring. She stated there was a much more focused curriculum team this year who had started off the new academic year very positively. She did note that it was worth acknowledging previous 2 years had been impacted by covid. However, this year the curriculum team had courses planned in place and ready to go from the start of the academic year.

How do we change the approach to AEB. How can we reframe things a little more positively.

The Head of Finance explained that there is an aspect in the management accounts where the figures you will observe appear lower than the actual

situation. This leads to differences in how KPIs are reported. The reason for this is that when the information is entered into the management accounts, only the income that has been received up to that point is recognized.

Consequently, we'll need to wait for the release of KPIs in October, which will subsequently impact the management accounts. He also stated. however, he did not anticipate a significant deviation in recruitment from what has been outlined in the current financial plan.

## STUDENTS

### 19. Enrolment / KPI

The Director of Data & Performance gave an overview of enrolments and KPIs, informing the Board of an increase in apprentice numbers, improvement around attendance for 16-18 English and improvement in all areas of Maths attendance for adult learners. He noted 16 – 18 numbers had dropped as a result of withdrawals, adult withdrawals were up but remained will under target, overall attendance has dropped by 0.3% and Adult English had dropped by 1 %.

The Board was asked to approve the new report layout and 23/24 targets.

The Chair of the Corporation expressed difficulty in interpreting the KPI report in its current layout. There was some discussion around how layout could be improved to help reflect more accurately, its data. The Director of Data & Performance suggested a graph layout and Governors agreed this could be useful.

*The new layout was **not approved**, Principal & CEO and Deputy CEO agreed to review and bring back to the Board.*

*23/24 targets were **approved**.*

The Deputy CEO gave clarification on KPI figures. It was noted the college was behind target in terms of curriculum plan and would therefore make efficiencies where possible. But was above funded target for the year.

A Corporation member queried whether there was a lesson to be learned around the forecasting for the management figures to allow for the fact that there is lag on the pipeline.

The Director of Data & Performance explained the various factors causing a delay in income allocation to the college. Stating it was noteworthy that these factors were not considered in the initial forecast, as any related financial adjustments are made retrospectively and do not directly affect the other aspects of the financial equation.

There was some discussion around whether this information should be included in the KPIs or the accounts in order to present a more accurate picture and avoid confusion. It was concluded; it is useful to keep the two things separate with an acknowledgement that KPIs and management accounts will not match up.

Governors requested clarification around WMCA destination. The VP Curriculum explained sustained destination and noted the WMCA had given all colleges a target of 65% which only **one** college had achieved. He noted that model was now being changed and would be different for this academic year.

Subsequent to this, additional explanations were provided to the Governors regarding the continuous nature of this process and the commencement date for the 13-week timeline aimed at identifying employment destinations for these students. It was clarified that the '0%' in the report signifies a lack of current reporting due to the absence of data rather than indicating a 0% outcome. Governors suggested in this context, it could be argued there might be no grounds to mark it as 'red'.

Governors highlighted red RAG ratings around attendance. The Director of Data & Performance informed the Board of an increase in target this academic year and the introduction of a new reporting method on attendance. The Chair of the Corporation asserted it was early in the year for low attendance levels. The Head of Quality & LTA noted the recent curriculum review had delivered some very clear actions around what needs to happen and the pace at which it needs to happen.

The Deputy CEO noted as a result of the curriculum review, the college was in a position to identify areas in need of improvement and put initiatives in place to support teachers.

## 20. Enrolments Position

The VP Curriculum gave a review of the updated enrolment numbers:

- Full time study programme numbers are below college target but significantly above ESFA funding target.
- Numbers are low in 7th Form, however the college has responded positively with external support and processes are in place to monitor performance on a more regular basis to improve the learner experience.
- Adult funding is slightly below target, however the college now has a more effective process in place to monitor monthly adult funding to enable the college to execute early intervention to any shortfalls.
- HE numbers are slightly below target, however the college has an excellent opportunity to work in partnership with several universities to increase numbers.
- Apprenticeship enrolments are close to monthly planned target for September.

It was noted; managers are aware that the college is short of the Curriculum Planning target and have worked hard to retain all students. Those students that consider leaving, are advised on what other options they have, to ensure they are transferred over to an appropriate programme to maintain the numbers, withdrawn or continue with appropriate support.

The college has already recruited an experienced manager to support staff in the 7th Form. A new QIP has been written and this is being implemented and is being closely monitored by the VP, Curriculum on a weekly basis and once a month with support from the Quality Manager as well as incorporating additional QSMs.

The VP Curriculum noted adult funding is slightly below target, however this shortfall has been identified much earlier due to implementing a much more effective monitoring report. This has enabled the college to execute earlier intervention to address any shortfalls. VP, Curriculum has met with key MIS

staff and Curriculum Directors to explain the situation with this shortfall as well as funding on Community Learning, NSF, FCFJ and Funding for Innovative Provision and a further meeting has been set up on 25th October for Directors to share their plans to rectify this.

HE Numbers remain 18 below target if the 8 Engineers are included. New partnerships are forming with several universities and so the college has an excellent opportunity to make further inroads. Meetings have taken place with college senior managers, curriculum staff and university staff to look at career pathways with further meetings set up.

The Employability team and curriculum teams are working hard to increase apprenticeship numbers and to ensure October targets are met.

The Chair of the Corporation queried why the data around EHCPs had been drawn out. It was explained this was because they were funded in the same way as 16-18 students.

## **21. Achievements**

The VP Curriculum presented his report on achievements. He stated it was worth noting the paper was written in Sept.

He informed the Board WMCA had amended the way in which they had set up qualifications. As a result, the college was now able to badge this as four qualifications rather than one, which made a significant increase.

He highlighted the national averages being shared at this meeting are now last year's averages.

The Chair of the Corporation queried where the ALPS score was and was informed the decision had been made to no longer subscribe to ALPS but to use value added instead in order to track progress throughout the whole year.

Governors sought clarification around "-14.2%" and were informed this was A-levels only.

Clarification was sought whether this was actuals or predicted and the VP Curriculum informed the Board this was predictions, noting agreement with Governors those predictions around A – levels had been too high.

Governors suggested rewriting to make this clearer.

## CONSENT AGENDA

### 22. Review of Consent Agenda *Brought fwd from 18-09-23*

The Clerk reminded the Board the use of consent agenda items had been approved at the September 2022 Corporation meeting with a caveat in place, this was to be reviewed in a further 6 months.

The Board was asked if they were happy to continue use of the consent agenda. Governors agreed to continue use of consent agenda.

**Approved**  
to continue with consent agenda as is.

## STRATEGIC PLAN

### 23. Strategic Plan Update

The Deputy CEO noted the college is now 2 years into its 5 year strategic plan, maintaining this would be an appropriate time to refresh the document where major changes have occurred, for example a change in the Chair of Corporation, and the approval of the Station Quarter Project.

In addition, the Leadership Team felt that the current vision is too close to other organisation's wording and doesn't enable the college to stand out, for example WMCA and CWM both refer to 'skills ecosystem'. There has also been a challenge in explaining and embedding the wording with internal stakeholders. As such, to better promote the vision of the college the leadership team have approved the following amendment, and recommend this to the Corporation:

***"To be an outstanding educational provider for our community, ensuring that students achieve positive outcomes aligned to high aspirations, and through collaborative engagement, support employers to have the required skills to develop and grow their workforce".***

The Board was asked to approve:

- the changes
- for the updated version to be shared with all staff at the next briefing
- for the strategic plan to be communicated more widely and embedded within the college marketing strategies, policies and procedures.

Governors queried how staff will know they have achieved the strategic vision. The Deputy CEO explained, for each point within the strategic plan there are KPIs or measures in place that can be tracked and monitored.

Governors noted with regards to the "outstanding" rating from OFSTED, it's important to acknowledge that the college has limited control over their visit timing and the content of their assessment on the day. Governors queried how the college would manage this situation effectively.

The Deputy CEO noted understanding of what was required from the OFSTED guidance and framework alongside experience within the team around what culture needs to be like.

Upon inspection from a Corporation member, it was agreed to change the title on page 5 from "Our Ethics and Values" to "Values and Expectations".

- Approved:**
- Changes with amendment of "Our Ethics and Values" to "Values and Expectations".
  - Sharing with all staff.
  - Communicate more widely and embed within the college marketing strategies, policies and procedures.

## FINAL BUSINESS

### 24. Questions, comments, self-assessment, and reflection

No comments.

### 25. Any other business

No comments.

Non-confidential session ended.

Confirmed