

## CORPORATION BOARD MEETING

### CONFIRMED MINUTES OF THE MEETING HELD ON TUESDAY 15 OCTOBER 2019 AT 5.30 PM IN THETFORD BUILDING BOARDROOM, CCN, IPSWICH ROAD, NORWICH NR2 2LJ

#### **Present:**

Andrew Barnes (Chairman), Corrienne Peasgood (Principal), Jill Lanning, Noel Bartram, Andrea Blanchflower, Bree Sherwood (left the meeting at 7.00 pm), Emily Staley

#### **Attendees:**

Paul Goddard (Scrutton Bland) – agenda item 8.4 only, via Skype call, Jerry White (Deputy Principal), Julia Buckland (Vice Principal, FE Curriculum and Quality), Martin Colbourne (NES Managing Director), Helen Richardson-Hulme (Assistant Principal, Director of Student Services), Clare Johnson (Clerk to the Corporation), Sue Millions (Administrator)

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The Chair informed the Board that Ian Webb has tendered his resignation with effective from the last Business Committee Meeting which took place on 8 October 2019. The Board unanimously thanked Ian for his superb input and guidance over the last seven years.

The Chair welcomed Sophie Gray as an observer and introductions were made around the table. Sophie Gray works for Aviva and her key focus is the apprenticeship strategy across the UK.

#### **1. Student Voice**

The Chair welcomed Oliver, Amy, Max and Spencer, four Aviation students studying the Level 2 course at the Aviation Academy, along with Steve, Emma, George and Tom, four students studying the Level 3 Professional Chef Course in Hospitality.

The four hospitality students highlighted their current courses and achievements and when asked if they would change anything about their course, they suggested that they would like longer in practical lessons as the planning does not give them enough practical experience as they run out of time. All informed the Board that they are very happy with their course and believe that the theory and practical experiences link well together.

The four Aviation students all have different ambitions, but all expressed their view that it was an excellent course and they had a good contrast between the Academy and CCN. The visits from international employers has given them an opportunity to apply for employment outside of Norfolk and Spencer hopes to become an apprentice with Ryanair next year and Amy informed the Board that she has applied to join the RAF next year to ultimately become an Avionics Officer in the future, after having gone to University.

The Chair thanked all the students for their positive feedback and wished them all well for their future studies and employment.

#### **2. Apologies for Absence**

Apologies were received from Denise Troughton and Nikki Gray for the meeting.

### 3. Declaration of Interest

Governors are requested to make known any relevant pecuniary interests relating to any items on the agenda and it was noted that all declarations will be recorded. Jerry White informed the Committee that from October 2019, he is a non-executive Director of RCU, leaders in data analysis and research for the post-16 education sector.

There were no further declarations of interest given at the meeting.

Declaration of Interest forms for 2019/2020 were amended, where necessary, and signed by those present.

### 4. Unconfirmed Minutes of the Meeting held on 09 July 2019 (Paper 02)

The unconfirmed minutes of the meeting held on 09 July 2019 were agreed as a true record of the meeting and will be signed by the Chairman at the next meeting.

### 5. Unconfirmed Confidential Minutes of the Meeting held on 09 July 2019 (Paper 03)

The unconfirmed confidential minutes of the meeting held on 09 July 2019 were agreed as a true record of the meeting and will be signed by the Chairman at the next meeting.

### 6. Matters Arising from the Previous Minutes (Paper 04)

Action 5 (Board 3): *The Principal to ascertain as to whether there are any plans to refurbish the local underpass.* The Principal informed the Board that she has not had an opportunity to discuss the local underpass with Laura McGillivray, CEO of Norwich City Council. Jill Lanning informed the Board that an article appeared recently in the EDP highlighting a large number of possible changes around Norwich. The article included and stated that:

“Councillors are set to submit for a share of millions of pounds of government cash for projects on a wish list to transform transport in and around Norwich, which could see pavements widened or changes to the St Stephens underpass, possibly by opening it up, so the current roundabout becomes more of an open air plaza and a new public transport route could be created to connect Norwich Airport to the airport industrial estate, providing a key link to the International Aviation Academy”. It was agreed that Jerry White would follow this up.

#### **Action on-going.**

Action 3 (Board 5): *Outlook invitations to be forwarded to all Governors for the meeting dates in 2019/20 during the summer term / holiday.* Action completed.

Action 1 (Board 6): *The Principal to review the Risk appetite after the Strategy Day with regard to the Committees / Board reviewing the Risk Register on a regular basis.* Please see agenda item 12.1. Action completed.

Action 2 (Board 6): *2019/20 Internal Audit Plan to be included on the agenda for the first meeting of next term taking place on 15 October 2019.* Please see agenda item 8.4. Action completed.

Action 3 (Board 6): *Business Committee Terms of Reference to be revised and presented to the Business Committee Meeting taking place on 8 October 2019.* Clare Johnson is awaiting an update on statements relating to risk and cashflow. Action completed.

Action 4 (Board 6): *Clerk to the Corporation job description to be reviewed to include the role of the Head of Professional Services.* Head of professional Services job description added to the document for review later in the academic year. Action completed.

Action 5 (Board 6): *Sue Millions to amend the Calendar for 2019/20 and send out calendar invitations to all Governors.* Action completed.

Action 6 (Board 6): *Important Dates to be included on the calendar of dates for Governors to be aware of as soon as possible.* Invitations have been sent out to Governors for important dates in the future calendar. Action completed.

Action 7 (Board 6 ): *Re-appointment of Governors information to be forward to the TEN Board for final approval.* Approved by the TEN Board on 15 July 2019. Action completed.

## 7. Chairman's Remarks

The Chair asked for his sincere thanks to be passed to all individuals from the Executive Team and Governors who have worked excellently together for their achievements in the last few months and he looks forward to the exciting and productive times ahead.

## 8. Section A – papers in Section A are for discussion and action

### 8.1 Chairs' Summary of Committee Meetings

#### 8.1.1. Chair's Summary of Curriculum and Standards Committee

(Paper 05)

The content of the Curriculum and Standards Committee Report highlights the issues featured in their recent discussions and the full content of the report was noted and discussed and the following highlighted:

- Retention – the Committee have thoroughly reviewed and discussed the decline in some areas and agreed additional reporting would assist monitoring.
- Apprenticeship Achievement – the latest position was presented to the Board with a further achievement possible on measures detailed until the end of October 2019. Jill Lanning informed the Board aspirational targets have been discussed at Committee level but were not included in the report.
- Student Satisfaction – both FE and HE student satisfaction surveys have been thoroughly reviewed and lengthy discussions have taken place at Committee level and further monitored and feedback is on-going.
- Maths and English – a review has taken place following the summer GCSE results and detailed analysis was produced for the Board as requested by the Committee.
- Easton Improvement Group - options for the monitoring and scrutiny of the improvements required to Easton provision post-merger were discussed at Committee level and it was proposed to set up a sub-group of Governors to provide this challenge and support from January 2020 onwards. Following further discussion, it has been agreed that a Governor / CCN Management Committee will be set up to review the quality of the curriculum and the student experience and to feed into the C&S Committee Meetings taking place in 2020. It was noted that Corrienne Peasgood and Jill Lanning will liaise over the content of the meetings.
- Risks – the key risks identified and discussed by the committee included: a risk of an early OFSTED Inspection. It is expected that this would take place by December 2020, if not earlier, due to the merger and another risk is the HE related risk including financial and reputational.

Following discussion at the meeting, it was agreed that the new Framework and Standards will be reviewed separately and a background provided to understand the anticipated length of standards and the changes this presents.

The unconfirmed minutes from the recent meeting are attached, for information, under agenda item 10.1.1.

**Action 1: New Framework and Standards to be reviewed and a background written to understand further the anticipated length of standards and an update provided at the next C&S Committee Meeting taking place on 3 December 2019 (JW).**

### 8.1.2 Chair's Summary of Business Committee

(Paper 06)

The content of the Business Committee Report highlights the issues featured in their recent discussions and the full content of the report was noted and discussed. Management Accounts and Emerging Picture - the Chair informed the Board, as Chair of the Business Committee, that the Committee had reviewed, in detail, all papers prepared for their meeting and the following was highlighted:

- A favourable position against July emerging picture of £94 surplus was noted.
- The management accounts show a good outturn comparable to the original budget set and NES Services have given back a credit surplus of approx. £284,000 which will be returned to CCN, NA and UTCN in the usual fair share basis. It was agreed that this was an excellent outcome.
- A year to date operating surplus of £311k has been noted due to the good management controls that have been put in place.
- It was noted that a small amount of changes will be made, and the accounts will be reviewed by KMPG in the week beginning 14 October 2019.

The Chair congratulated the leadership and management teams at CCN, along with the Finance Team for an amazing end of year result.

Discussions took place at the recent Business Committee following the well-publicised expenses of a Principal and it was agreed to ask the Audit Committee to monitor senior managers expenses annually. This was agreed by Bree Sherwood, going forward.

### 8.2 Well-Being and inclusion Report

(Papers 07-11)

The Report informs Governors of safeguarding, wellbeing and equality, diversity and inclusion matters relating to staff and students throughout the year and the full report was received and noted. The report provides Governors with an update of the work undertaken recently.

Helen Richardson-Hulme provided the link to the updated Keeping Children Safe in Education 2019 and Inspecting Safeguarding in Early Years, Education and Skills Setting and highlighted that the only change / addition is that a definition of up-skirting has been included in the Keeping Children Safe in Education document.

The comprehensive update from the safeguarding and wellbeing teams was discussed and the full content noted.

Helen Richardson-Hulme informed the Board that one of her priorities this year will be monitoring the large number of vulnerable students who are a 'looked after child'.

The Annual Safeguarding Report, Prevent Risk Assessment and Action Plan and prevent Strategy were provided to the Board and following discussion the Board noted the reports and approved unanimously the safeguarding procedures.

### 8.3 Equality Statement 2019/20

(Paper 12)

The Equality Statement and Objectives for 2019/20 were previously circulated and the following noted:

The Principal informed the Board the statement identifies the steps the College has taken to meet its equality objectives and how it will continue to build on the good work undertaken to date and continue to meet the legal requirement under the Equality Act 2010.

Following discussion, the Principal proposed that the equality statement remains the same for one more year as it was agreed by the Board at their last Strategy Day and the strategies for the coming year will also remain the same.

It was unanimously agreed by all Governors present that the Equality Statement and Objectives remain unchanged for the year 2019/20.

#### 8.4 2019/20 Internal Audit Plan

(Papers 13-15)

Paul Goddard joined the meeting, via Skype Call, for this agenda item only. The Chair welcomed Paul Goddard to the meeting and the following three documents were discussed and the following highlighted.

##### **Internal Audit Assurance Strategy and Annual Plan 2019/20 – CCN and NES**

- Martin Colbourne explained that the Internal Audit Assurance Strategy and Annual Plan 2019/20 was held over until the first meeting of this term as the procurement of Internal Audit Services was taking place in June.
- The opinions were discussed and agreed, and it was noted that the safeguarding of assets and solvency will be picked up mainly by the external auditors through their annual reports.
- It was agreed that everyone is comfortable with the previous audit areas covered and the assurances given. All will be reflected upon in the follow-up recommendations.
- It was noted that the auditors are comfortable with the risks and risks are always reviewed before any plans are written / finalised.

##### **CCN and NES Proposed Internal Audit Programmes**

It was noted that Martin Colbourne, Corrienne Peasgood and Paul Goddard have agreed the internal audit programme for 2019/20 and the dates were finalised around pre-merger, post-merger and the reason why highlighted.

<b>CCN Internal Audit Programme</b>	<b>Proposed Dates</b>
Employer Satisfaction	4-5 November 2019
Lecturer Deployment	22-23 October 2019
Residential Provision	15-16 January 2020
Culture	1-3 June 2020
Student Recruitment and Retention	11-13 May 2020
Capital Projects	27-28 April 2020
Follow-up Previous Recommendations	1 June 2020
<b>NES Internal Audit Programme</b>	<b>Proposed Dates</b>
Staff Recruitment and Retention	11-13 November 2019
Payroll	12-13 May 2020
Learner Records	1-2 June 2020
Follow-up Previous Recommendations	2 June 2020

It was agreed that the learner records may need to be pre and post-merger rather than just post-merger and it was agreed that Corrienne Peasgood would liaise with Paul Goddard to discuss and finalise the 2019/20 Audit Schedule.

Discussions followed on the inclusion of Data Futures in the audit schedule and it was suggested that this is a piece of work CCN could complete but it is not a priority as data returns are accurately recorded by the College. It was suggested the audit plan for 2020/21 would be a good time to include this.

**Action 2: Corrienne Peasgood to liaise with Paul Goddard to discuss and finalise the 2019/20 Audit Schedule (CP / PG).**

**Action 3: Data Futures to be included on the 2020/2021 CCN Audit Plan (PG).**

## **8.5 Governance Matters**

### **8.5.1 ETF Governance Development Programme** (Paper 16)

Governors were asked to read the circulated email from Clare Johnson and if interested in any of the new eight training module available to Governors, enrolment details are included within the email. Governors are asked to please let Clare Johnson know if you complete any of the training modules and your Governor' Training Record will be updated accordingly.

### **8.5.2 Remuneration Terms of Reference** (Paper 17)

The Board were informed that following discussions at the last Business Committee the Terms of Reference for the Remuneration Committee have been finalised and a copy attached to the pack for information.

## **9. Section B – papers in Section B contain routine recommendations**

### **9.1 Governors' Strategy Review – Review of Risk Appetite** (Papers 18-20)

The Governors' Strategy Review was previously circulated and the following discussed and noted:

The paper is presented to Governors following the session on risk appetite at the July Strategy Day and Governors were asked to approve the revised risk appetite scores.

Discussions followed on the proposed people and culture score and the implications to the Risk Register. The Principal asked the question of Governors as to what difference would it make if the risk appetite scores was changed to 3/4 or 5/6 and the Principal agreed to provide further detail with regard to the implications.

**Action 4: The Principal to review the risk impact statements and scores and bring to the December 2019 Board for approval (CP).**

**Action 5: The Principal to review the Finance and Funding and Compliance, Health and Safety and Statutory Compliance risks which are above the new risk appetite and report back to the December Board (CP).**

### **9.2 TEN Group Update**

It was noted at the last CCN Board Meeting that the Principal would inform the TEN Board that the CCN Board are comfortable with these changes made regarding Norfolk Academies and the UTCN and the following update was provided by the Chair to Governors.

- The Chair informed the Board that the UTCN are now stand-alone, only purchasing IT; accounting and nursing services from NES. The exit went extremely well, and the handover completed successfully, and on time.
- Norfolk Academies have reviewed their Shared Service Agreement and now have a reduced scope of services, still receiving IT, finance and estates from NES. All other services are no longer required.



### 9.3 Student Voice Report

(Papers 21-23)

The Student Voice Report, along with feedback from Paston's Fresher Day and the CCN Student Union QSU verification report, produced by Emily Staley, were previously circulated to all Governors to provide them with an update of the Student Union and the following highlighted:

- A new Student Union Liaison Officer, Emma Haythornwaite, has been appointed and Emily Staley informed the Committee that the new appointment has allowed her to get out and about more.
- Positive talks have been held with the Student Union at Easton campus.
- The notification of QSU status has now been received and the recommendations within the report are being followed up on.
- Freshers Fairs were held on both the Ipswich Road and Paston campuses and positive feedback has been received from many students who attended.

The full content of the reports was received and noted.

### 9.4 Annual Health and Safety Report

(Paper 24)

It was noted that the Annual Health and Safety Report, previously circulated for information, was not received in time for analysis at the Business Committee which took place on 8 October 2019 and it was agreed that further analysis will take place at the next Business Committee Meeting taking place on 10 December and will be brought back to the December Board for approval.

**Action 6: Annual and Health and Safety Report to be analysed at the next CCN Business Committee Meeting taking place on 10 December 2019 (CJ).**

**Action 7: Annual Health and Safety Report to be brought to the December Board for approval (CJ).**

## 10. Section C – Papers in Section C are for information only

### 10.1 Minutes from Previous Committee Minutes

#### 10.1.1 Curriculum and Standards Committee Minutes

(Papers 25-26)

The unconfirmed minutes from the Curriculum and Standards Committee Meeting which took place on 01 October 2019, along with the HE Offer Overview form the Committee Meeting were previously circulated and the full content noted.

### 11. Other Urgent Business

There was no other urgent business tabled at the meeting.

### 12. Summary of the Meeting

#### 12.1 Principal's Meeting Summary Against Strategic Aims

It was noted that the Strategic Aims and Success criteria was covered and thoroughly discussed throughout the meeting.

## **12.2 Items to be Shared with TEN Board**

It was noted that there were no additional items to be shared with the TEN Board following today's meeting.

## **12.3 Any Changes or New Items to be Considered for the Risk Register**

Following discussion, it was agreed that no risks need to be changed or added to the Risk Register following today's meeting.

## **13. Confidentiality**

Please see the confidential minutes with regard to agenda items 13.1 to 13.4.

### **13.1 Easton and Otley Update** (Paper 27)

Please see the confidential minutes.

### **13.2 Business Plan as at 1 October 2019** (Paper 28)

Please see the confidential minutes.

### **13.3 Legal Due Diligence on Easton and Otley College** (Paper 29)

Please see the confidential minutes.

### **13.4 Financial Due Diligence on Easton and Otley College** (Paper 30)

Please see the confidential minutes.

## **14. Date of Next Meeting**

The next CCN Board Meeting is scheduled for Tuesday 17 December 2019 at 5.30 pm and will take place in the Thetford Building Boardroom, followed by the Christmas Buffet in the Debut Restaurant.

All business having been concluded, the meeting was closed at 7.50 pm.

**Signed** ..... **Date** .....  
(Chairman)