

**MILTON KEYNES COLLEGE GROUP**  
**CORPORATION BOARD MEETING**  
**Minutes of the meeting held on 23<sup>rd</sup> March 2022**  
**IOT, Bletchley Campus**  
**17:00 – 19:10**

Board Members	Category of Governor	Attendance 2021/22	Present at this meeting
Richard Bartlett-Rawlings	Independent	6 of 6	Yes
Rebecca Carrington	Independent	5 of 6	Yes (Teams)
Alan Cook	Independent	6 of 6	Yes
Peter Cox	Independent	6 of 6	Yes
Kaye Dwight	Staff	6 of 6	Yes
Mat Gotkowski	Independent	5 of 6	No
Shalom Lloyd (joined 14/12/21)	Independent	3 of 3	No
Liz Marr	Independent	6 of 6	Yes
David Meadowcroft	Independent	6 of 6	Yes
Julie Mills	CEO	6 of 6	Yes
Stephen Norrish	Independent	5 of 6	Yes
Ruby Parmar	Independent	4 of 6	Yes (Teams)
Charlynn Pullen	Independent	6 of 6	Yes
Ian Revell	Independent	6 of 6	Yes
Neil Sainsbury	Independent	5 of 6	Yes
Sufian Sadiq (joined 31/1/22)	Independent	3 of 3	Yes (in part)
Aniesa Shah	Staff	4 of 6	No
Gwynneth Tan	Independent	3 of 6	No
Manish Verma	Independent	3 of 6	Yes
Kyle Wilson (joined 17/03/22)	Student	1 of 1	Yes
Adam Rixon (10/11/21 – 21/1/22)	Student	1 of 2	
Marcela Grabowski (10/11/21 – 10/02/22)	Student	1 of 4	
Attendance % this meeting		80%	16 / 20
Attendance % year to date		84%	97/ 115

Regular attendees: Sally Alexander (Principal: Quality & Student Experience), Annie Allen (CPO), Karen Brown (Head of Governance)

Other attendees: Martin Owen (Interim Chief Financial Officer)

### 1.1 Welcome and Apologies

- Apologies had been received and accepted from Mat Gotkowski, Shalom Lloyd, Aniesa Shah and Gwynneth Tan. Alex Warner is attending an IoT event in London. Marcela Grabowski has resigned as Student Governor as she has paused her studies.
- Sufian Sadiq was delayed in traffic.

## 1.2 Declaration of Interests

There is a standing declaration from Rebecca Carrington who is Director and Principal of Arts1.

## 2.0 Strategic Priorities 2021/22

### 2.1 CEO's Report *previously circulated as Paper 2.1*

Julie Mills updated the Board on developments arising after publication of her report.

#### Central Bedfordshire College (CBC) SPA

At the time of the meeting, the outcome of the SPA had not been approved by the Board of CBC. There was a confidential discussion (minuted separately).

#### IOT Main Works Contract (Bletchley)

The contract was due to be signed after this meeting however, the rising cost of materials has caused a delay. There was a confidential discussion (minuted separately).

#### ***The Board received the CEO Report***

### 2.2 People Strategy: Gender & Ethnicity Pay Report *previously circulated as Paper 2.2*

*Sufian Sadiq joined the meeting during this discussion*

Arv Kaushal, EDI Manager, was unable to attend this meeting. Annie Allen summarised:

- There is a statutory requirement to publish gender pay gap data. There is no statutory requirement to publish ethnicity data however the College has committed to this by signing up to the Race at Work Charter.
- MK College Group data include campus and prison staff.
- There are no significant pay gaps based on gender or ethnicity, but a key area of focus is to increase representation of Black and Asian employees, particularly in curriculum areas and leadership roles.
- Work is well underway to support inclusive cultural development, positive action, allyship, education of employees and leaders to improve representation.
- Culture and inclusive ways of working are key to attracting, retaining and developing employees from all backgrounds.

#### Ethnicity Analysis

- For every £1 a white employee earns, all Black, Asian, and Mixed background employees earn 99p (median).
- 77% of employees are white (MK 80%, national 85.4%)
- Seven key EDI priorities have been approved by the Board (included in the EDI Annual Report)

#### Gender Analysis

- For every £1 a male employee earns, female employees earn 91p (median)
- 69% of employees are female; females are underrepresented at leadership levels.
- In the lowest pay quartile, 80% are female

Governors asked questions:

***Are salaries in the lowest quartile part time or full time equivalent?***

It will be based on the published guidelines. Arv Kaushal can confirm this.

**Action 1: Annie Allen / Arv Kaushal**

***In terms of under representation at leadership levels, is it a recruitment or development issue?***

It is a legacy position. All applications have information redacted before shortlisting.

***How can the gender pay gap be closed?***

By employing more women in senior roles. The strategic leadership team has been broadened so there is more opportunity to bring in new people.

***Has the Search & Governance Committee considered reaching out to different communities to recruit governors from diverse backgrounds e.g. people who do not have an occupation that gives them the flexibility to easily engage?***

The Search & Governance Committee has agreed a strategy to broaden Board diversity and the Friends and Allies network is reaching out to different communities.

EDI Annual Report (recirculated from the Board meeting on 9<sup>th</sup> February 2022)  
No questions were asked.

***The Board approved the Gender & Ethnicity Pay report for publishing on the College website***

**2.3 Student Experience** *previously circulated as Paper 2.3*

Alex Warner had pre-recorded a video but unfortunately this could not be shown for technical reasons. Sally Alexander and Martin Owen summarised the key headlines from Paper 2.3.

- Modelling and business planning is taking place to improve the quality and efficiency of the curriculum delivery model and to innovate the curriculum offer. Curriculum and Business Support Teams are working together. Curriculum teams are being supplied with benchmarking tools through MyBenchmarking (a comparison with 30 colleges) to inform the delivery model. Alex Warner and Maria Bowness (recently appointed as Group Director: Curriculum & Pedagogy) are leading on curriculum innovation and sustainability.
- The Tribal benchmarking review (July 2020) revealed that the College incurred £2.61million net higher overall expenditure compared to similar colleges; the main area of overspend was in teaching delivery costs.
- In 2022/23, there will be a reduction in 16-19 funding of c.£750k, due to under recruitment in 2021/22, and although new funding arrangements are expected to offset this income loss, there is a requirement to deliver more (40 hours per learner).
- A new distributed leadership model is changing the culture of the organisation. Curriculum managers have been supported to develop and are owning the curriculum planning and budgeting process.

- Curriculum contribution is 47% this year and the aim is to increase contribution to 50% in 2022/23 (delivering at least £1.05m as agreed in the 3 year financial plan). Budget principles and early headlines will be presented to the Board in May.
- The curriculum planning taking place this year, aligned to LMI (labour market intelligence) data, will impact the curriculum offer for 2022/23.

Governors asked questions:

***Will the curriculum be aligned to jobs?***

We are researching job opportunities to ensure we offer pathways. T-Levels is a new qualification aligned to jobs.

***What is the position with English and maths (E&M)? Will funds be ring fenced for E&M in the Schools' budgets?***

It is important that Heads of School own the entire study programme including E&M. E&M will be included in School's budgets (not separate).

Budgets will be scrutinised and challenged before being signed off by Curriculum Heads.

The video will be circulated.

**Action 2: Alex Warner**

***The Board noted the update on curriculum planning and budget setting for 2022/23***

**2.4 Financial Health** *previously circulated as Paper 2.4*

Martin Owen referred to the financial position as at Period 6.

- Forecast income is predicted to be down by c.£4m but costs are being managed. Contribution is expected to be within £60k of budget. Work continues with budget holders to improve this position where possible.

Governors asked questions:

***How much income has been lost because of COVID?***

The reduction in Prisons and Commercial income is entirely due to COVID. The reduction in Adults' income is not COVID related and unfortunately distance learning has not delivered the income which was expected. During lockdown there was high demand for distance learning but now people are back at work, demand has fallen. The main demand for distance learning was in Care and Teaching professions and these professions are too stretched currently. This is a national situation.

***What is the impact of 69 staff vacancies on teaching and learning?***

Not all 69 are vacant posts, many relate to recruitment of staff serving their notice. Some vacancies are covered by occasional workers, some classes have been merged and Curriculum Heads and Deputies are covering sessions. Inevitably this does have an impact on staff and the student experience.

The number of vacancies has reduced (from 100+ before Christmas).

***Based on past experience, are you confident that the quality of student experience can be maintained when pursuing higher contribution from curriculum teams?***

It is essential that teams work together to ensure that all key measures are delivered. The recent 360 reviews have helped to foster this collaboration and will be continued.

There are fortnightly meetings to review vacancies and the impact. Agency workers may be engaged where there is likely to be an adverse impact on the student experience or a safeguarding consideration.

We have refocused the Quality team which is responsible for monitoring and improving the quality of provision and it is receiving positive feedback from student surveys.

***The Board:***

- ***Noted the financial position to 31<sup>st</sup> January 2022 and forecast outturn***

### **3.0 Governance and Compliance**

#### **3.1 CPMG 14<sup>th</sup> February 2022 *previously circulated as Paper 3.1***

Peter Cox referred to the report of the meeting of 14<sup>th</sup> February 2022 (and subsequent interim update) when the CPMG had received assurance on project progress (College Business Centre and ITC extension), variations from budget and vision / design principles.

- College Business Centre (CBC). Risk Analysis Green. The project is on track (budget) and one week behind (time). The contract for the main works will be signed after this meeting (previously approved by the Board).
- ITC Extension. Risk Analysis Green. The project is on track (time and budget). The contract for the main works will be signed after this meeting (previously approved by the Board).

***The Board:***

- ***Noted the report from the CPMG meeting on 14<sup>th</sup> February 2022***

#### **3.2 PDMG 16<sup>th</sup> March 2022 *previously circulated as Paper 3.2***

Peter Cox referred to the report of the meeting on 16<sup>th</sup> March 2022 when the PDMG had received assurance on project progress, variations from budget and vision / design principles. An update had been given in item 2.1 above.

- Bletchley. Risk analysis is Amber. Planning Permission has been received. The Deed of Guarantee and contract for the AV equipment will be signed after this meeting.
- Oxford. Risk Analysis is Amber. The project is potentially three weeks behind and mitigations are being reviewed with the contractor.
- Reading. Risk Analysis is Green. The IoT is live.

***The Board:***

- ***Noted the report from the PDMG meeting on 16<sup>th</sup> March 2022***
- ***Approved a replacement Letter of Intent for Ashe Construction for £2m plus VAT (expiry 30<sup>th</sup> April 2022)***

### **3.3 Finance Group Meeting 28<sup>th</sup> February 2022** *previously circulated as Paper 3.3*

Richard Bartlett-Rawlings referred to the report of the meeting. The ESFA attended at the request of the Group. The ESFA is taking a more supportive / collaborative approach e.g. a fall in the Financial Health grade may not be a concern to the DfE where it is aligned to a strategy and the context is understood. The Group scrutinised the P6 accounts and agreed the timeline for the 2022/23 budget process to accommodate the curriculum review.

#### ***The Board:***

- ***Noted the report from the Finance Group meeting on 28<sup>th</sup> February 2022***

### **3.4 Audit & Risk Committee Meeting 23<sup>rd</sup> March 2022**

Alan Cook referred to the additional meeting which had taken place prior to this Board meeting (minuted as confidential).

### **3.5 Items for the next meeting**

- Strategic Partnerships
- Financial Health / budget principles 2022/23
- Student Experience
- Update on Employer Engagement / how we meet the needs of our communities / CBC Project

### **3.6 Meeting Effectiveness**

The Board did not request any item be rescheduled.

*Alex Warner arrived at 18:20*

## **CONSENT AGENDA**

***The following items were approved by consent / without discussion:***

### **4.2 The Board approved the Minutes of the Board Meeting held on 9<sup>th</sup> February 2022** *previously circulated as Paper 4.1A and Confidential 4.1B*

Matters arising: None

### **Next Meeting 4<sup>th</sup> May 2022**

## **BOARD RETIREMENTS**

Aniesa Shah has resigned as Staff Governor as she will be commencing maternity leave. Governors expressed thanks to Aniesa and passed on their best wishes. Flowers will be delivered tomorrow.

Stephen Norrish is retiring from the Board following this meeting after serving twelve and half years. The Chair thanked him for his committed and valued service and presented him with a commemorative bowl.

*Kaye Dwight, Sally Alexander, Alex Warner, Martin Owen and Kyle Wilson left the meeting*