

**CORPORATION BOARD MEETING**  
**Minutes of the meeting held on 24<sup>th</sup> March 2021 via Microsoft Teams**  
**17:00 – 18:55**

Board Members	Category of Governor	Attendance 2020/21	Present at this meeting
Richard Bartlett-Rawlings	Independent	5 of 5	Yes
Rebecca Carrington	Independent	5 of 5	Yes
Alan Cook	Independent	5 of 5	Yes
Peter Cox	Independent	5 of 5	Yes
Kaye Dwight	Staff	5 of 5	Yes
Mat Gotkowski	Independent	5 of 5	Yes
Liz Marr	Independent	5 of 5	Yes
David Meadowcroft	Independent	5 of 5	Yes
Julie Mills	CEO	5 of 5	Yes
Asad Mir	Student	5 of 5	Yes
Stephen Norrish	Independent	4 of 5	Yes
Ruby Parmar	Independent	5 of 5	Yes
Georgia Pongourou	Student	3 of 3	Yes
Charlyne Pullen	Independent	5 of 5	Yes
Neil Sainsbury	Independent	5 of 5	Yes
Aniesa Shah	Staff	5 of 5	Yes
Gwynneth Tan	Independent	5 of 5	Yes
Manish Verma	Independent	5 of 5	Yes
Tony Berwick resigned 5/11/20	Independent	1 of 1	
Attendance % this meeting		100%	18 / 18
Attendance % year to date		99%	88 / 89

In attendance: Sally Alexander (Principal), Annie Allen (CPO), Imelda Galvin (COO), Alex Warner (Principal), Karen Brown (Head of Governance), Lee Parker (Director of Marketing) (in part), Richard Dewing (independent consultant) (in part)

- 1.1 Manish Verma had advised that he would be late joining. There were no other apologies as everyone was present. Lee Parker was welcomed to the meeting.
- 1.2 There is a standing declaration from Peter Cox and Gwynneth Tan relating to the IoT. There is a standing declaration from Rebecca Carrington (Director and Principal of Arts1).

## 2.0 Strategic Priorities 2020/21

### 2.1 CEO's Report to the Board (*Paper 2.1*)

Julie Mills referred to her report and highlighted some key points / updates:

#### **Strategic Review / Strategic Plan / Board Priorities**

The Strategic Plan 2021 – 2026 will be discussed at item 2.2. Although the plan covers a five-year period, the Board determines its areas of focus each year. The recommended Board priorities for 2021 and 2022, which were presented in Table 2 of Paper 2.1,

includes a focus on people and culture in view of the high level of organisational change (COVID, leadership changes, new Strategic Plan etc.)

### **Lateral Flow Testing**

According to government guidelines, the College has been testing predominately 16-18 year-old students on a mass scale, before they go to classrooms, and distributing home testing packs for adult students and staff. It has been a significant project to deliver. Staff Governor Kaye Dwight, who has been co-leading the project, gave an update:

- A pilot commenced in early March. Since then, 4,838 tests (involving 2,111 students) have been tested (it does not include students who have not yet returned to campus). The College has also assisted with testing 90 Arts1 students.
- There have been 5 positive first tests; the students were isolated and not allowed to join their class.
- Students have three onsite tests, (at Chaffron Way or Bletchley) and are then given home testing kits (the College has received 61,000 home testing kits).
- Prisons are managing their own testing which our staff can access. Home testing is being explored.
- Testing is helping students to feel safe and comfortable about returning to college.

### **Student Experience**

An 'Options and Opportunities' week took place w/c 1<sup>st</sup> March and will be reported to the CQG on 29<sup>th</sup> March. This included individual Careers Education, Information, Advice and Guidance conversations with every student to review progress and discuss returning to College.

***The Board received the CEO's Report and approved the Board's priorities for 2021 and 2022 (Table 2 of Paper 2.1)***

*Manish Verma joined the meeting.*

## **2.2 Strategic Plan 2021 – 2026 (Paper 2.2)**

Imelda Galvin referred to Paper 2.2 and reminded governors that the College commenced the strategic review in the summer of 2020 since when the research has been shared with the Board and governors have been engaging with development of mission, purpose, and aims etc.

Lee Parker gave a presentation on Group branding and identity which is a key project in the new Strategic Plan. 'Fairer Futures' is central to the Strategic Plan for students, staff, employers and partners and this is represented by the equal sign graphic. Font, font size and colours will be as inclusive as possible. The IOT and MK College will retain the existing branding for students.

### **Strategic Plan 2021 -2026**

#### Overview

The new Group vision is: ***'To use the power of education to create opportunities, champion talent and build fairer futures'***.

The new group purpose is ***'We inspire positive social change in the people and communities we serve through delivering exceptional learning experiences to transform lives, achieving our vision of a fairer future for all'***.

***'Building fairer futures'*** represents the purpose.

## Strategic Aims

The overarching strategic statement is:

***“We will work collaboratively with partners, employers and our community to deliver the skills needed to aid productivity, to be aspirational for our students and to grow our regional influence. We will amplify our drive for inclusion and fairness to influence others and to ensure we have a financially strong organisation aligned to our sense of purpose.”***

The Strategic Plan includes six core strategic aims, which will have a defined success measure and will not change:

1. Drive aspirational, innovative, and employer-led educational experiences.
2. Deliver the skills needed by employers to aid productivity.
3. Develop meaningful partnerships to grow our regional influence.
4. Promote and live fairness, equality, diversity, and inclusion.
5. Achieve and maintain financial and operational sustainability.
6. Create organisational unity around our shared vision and purpose.

The strategic aims will be underpinned by Group core objectives (which will apply to all parts of the Group) and contributory objectives (or projects) with measures and targets (which will apply to all or some parts of the Group). These will be reviewed annually i.e. when projects are finished, they will be replaced by another project (several 2021 projects have already started). The contributory objectives for 2021 are being finalised and will be brought to the next Board meeting.

Imelda gave an example of the Financial and Operational Sustainability aim, core objective (for the Group) and contributory objectives (campus, IoT, financial health etc).

## Next steps

- The Strategic Plan and Group Brand Identity will be launched internally and externally in July.
- Organisational, team and individual objectives will be aligned to the strategy.

Governors asked questions and gave feedback:

- The proposed Group branding is positive.
- ‘Region’ is deliberately not defined in order to take advantage of the right opportunities e.g. it could refer to a national contract. A recommended Board priority is to explore opportunities and debate this with the Board.
- Some governors expressed the view that although the strategic statement refers to students, the strategic aims are not explicit that learners / students and the student experience are at the heart of everything. A change to the wording / different presentation style (i.e. not a tabular format) will be considered.
- All objectives should have targets which are SMART.
- The Board endorsed the approach and does not want to delay implementation however, the language is important. It was agreed that the feedback would be considered, and revisions circulated.

**Action 1: Imelda Galvin / Lee Parker**

***Subject to the feedback and actions agreed at this meeting, the Board***

- ***Approved the Strategic Plan 2021 – 2026.***
- ***Approved the strategic aims and success measures.***
- ***Noted that contributory objectives for 2021/2022 and KPIs will be brought to the next meeting for approval.***

*Lee was thanked for attending and he left the meeting.*

## 2.3 Curriculum Plan and Headline Budget 2021/22 (Paper 2.3)

The Board received an update on budget and curriculum planning. The discussion was minuted as confidential.

### **The Board:**

- **Approved the budget principles for 2021/22**
- **Noted the update on the budget setting approach**
- **Noted the update on the campus curriculum planning**

## 2.4 Financial Health

### a) **2020/21 Financial Health (Period 6 – 31<sup>st</sup> January 2021)** (Paper 2.4A)

#### Period 6 Position

- Overall College contribution YTD was £13k behind budget (£70k ahead of budget for Campus and £83k behind budget for Prisons).
- A reforecast has been completed and overall, the College is predicted to come in £39k ahead of budget full year. This assumes the College will receive in-year growth funding of £909k.
- The cash balance was below budget at the 31<sup>st</sup> January partly due to timing issues. The full year cash balance is forecast to come in better than budget.
- The Board approved a Capex budget of £1.3m of which £501k has been spent year to date. An analysis of Capex was reported to the FinG on 9<sup>th</sup> March.

### **The Board noted:**

- **The financial position as of 31<sup>st</sup> January 2021 including financial KPIs**
- **The forecast year end position as of 31<sup>st</sup> July 2021**
- **The predicted cashflow forecast as at 31<sup>st</sup> July 2021**
- **The Campus Investment budget (Capex).**

### b) **Finance Group 9<sup>th</sup> March 2021** (Paper 2.4B)

Mat Gotkowski, Chair of the FinG referred governors to Paper 2.4B which is the report of the meeting held on 9<sup>th</sup> March 2021 (minutes had been circulated). The FinG received a presentation from Phil Mosely (Tribal) and also from Richard Dewing and were assured on the approach to the curriculum planning project.

**The Board approved the report from the FinG meeting of 9<sup>th</sup> March 2021**

## Governance and Compliance

### 3.1 **Search & Governance (S&G) Meeting 15<sup>th</sup> February 2021** (Paper 3.1)

Stephen Norrish, Chair of the S&G Committee referred governors to Paper 3.1 which is the report of the meeting held on 15<sup>th</sup> February 2021 (minutes had been circulated). The Committee discussed Board diversity with the College's EDI Manager and agreed this needs to be part of a broader and longer-term strategy e.g. how the College works with the community (which could lead to a governor pipeline).

**The Board noted the report and ratified the following re-appointments (approved by email):**

- **Ruby Parmar to serve a second term of office**
- **David Meadowcroft to serve a third term of office**
- **Liz Marr to serve a fourth term of office**

### **3.2 Property Development Monitoring Group (PDMG) Meeting 17<sup>th</sup> February 2021 and 16<sup>th</sup> March 2021 (Papers 3.2 and 3.2A)**

Peter Cox, Chair of the PDMG referred governors to Paper 3.2 which is the report of the meetings held on 17<sup>th</sup> February 2021 and 16<sup>th</sup> March 2021 (minutes had been circulated) and Paper 3.2A which is the formal approval of the FECTF application (as delegated to PDMG by the Board by email). The PDMG also approved a summary Estates Strategy and Business Case. If the application is successful at stage 1, more information will be required.

The PDMG reviewed the RIBA2 report for Bletchley (and the DfE has since approved moving to RIBA3) and the plans for Oxford and Reading. Activate Learning has agreed to underwrite the risk of aborted costs relating to cladding at Oxford.

**The Board noted the report and ratified:**

- **The FECTF application**
- **The Estates Strategy Summary**
- **The FECTF Business Case**

### **3.3 Audit & Risk (A&R) Committee Meeting 18<sup>th</sup> March 2021 (Paper 3.3)**

Alan Cook, Chair of the A&R Committee referred governors to Paper 3.3 which is the report of the meeting held on 18<sup>th</sup> March 2021 (minutes since circulated). The Committee considered a pragmatic process for related party transactions i.e. to protect the College and individuals from a perceptions risk, the COO and Chair of A&R will review potential conflicts and agree whether additional due diligence is necessary. The Committee is recommending the contract with Elucidate Consulting Ltd be extended by a year. A co-opted member of the committee may be joining the MoJ (prison services) which is expected to be a conflict (in which case the member will be asked to stand down).

**The Board noted the report and approved:**

- **The Strategic Risk Register (Paper 4.3)**
- **Sections 15 and 16 of the Financial Regulations (Paper 4.4)**
- **The Conflicts of Interest Policy for Governors and ELT (Paper 4.5)**
- **The re-appointment of Elucidate Consulting Ltd as providers of the College's Internal Audit Service for 2021/22**

### **3.4 Meeting Effectiveness**

The Board confirmed there had been sufficient time for debate and apart from any specific items minuted elsewhere, there were no further items requiring additional time at a future meeting / follow-up discussion.

### **3.5 Agenda items for the next meeting (5<sup>th</sup> May 2021)**

- EDI Analysis 19/20 and plan (EDI Manger to attend).
- Data Warehouse Project
- IoT emerging plans for Bletchley, Oxford, and Reading
- Student Experience
- Financial Health 2020/21

## CONSENT AGENDA

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

- 4.1 ***Minutes of the Board Meeting held on 10<sup>th</sup> February 2021 (Papers 4.1A, Confidential 4.1B)***  
***Matters arising: None.***
- 4.2 ***Siemens Financial Services Limited Contract for £287,174 over two years to lease audio visual equipment. (Paper 4.2)***
- 4.3 ***Strategic Risk Register (Paper 4.3)***
- 4.4 ***Financial Regulations Sections 15 and 16 (Paper 4.4)***
- 4.5 ***Conflicts of Interest Policy for Corporation Members, Co-opted Committee Members and Executive Leadership Team (Paper 4.5)***

**Next Meeting 5<sup>TH</sup> May 2021**