



HUDDERSFIELD NEW COLLEGE FURTHER EDUCATION CORPORATION
Corporation Meeting held on Tuesday 19th November 2021 from 5pm room 205.

Confirmed Confidential Minutes

Present: Ms L Summers (Chair), Mr J Dawson, Mr K Webb, Ms M Dean, Ms H Coldwell-Gorse, Mr T Hosker, Ms S Johnson, Ms A Williams and Mr A Leach (attendance 69%)

In attendance: Mr M Smith-Connor and Mr L Goddard

Clerk: Mrs C Coupland

1. Apologies for Absence/ Declaration of Interest

Apologies for absence were submitted by Ms R Drury, Ms H Haigh, Ms H Richards and Ms M Boryslawskij.

There were no declarations of interest made except for item 12 which concerns matters linked to senior postholders remuneration and terms of employment.

Ms Summers welcomed everyone back to the first physical corporation meeting since February 2020. Particular welcome was extended to the newer governors – Ms Johnson, Ms Coldwell and Mr Hosker, recognising that this was the first meeting for them on campus.

Ms Summers explained that due to low attendance and need for some governors to leave at 7pm for other commitments, it was necessary to re-order tonight's agenda to ensure quorum for items that required a decision by the Corporation. Ms Summers confirmed that she was to take the matter of SPH remuneration as the first agenda item and therefore asked for all staff, student and the Clerk to step out of the meeting whilst the remaining governors considered the R&P committee's recommendations.

Ms Williams, Ms Dean, Ms H Coldwell, Mr L Goddard, Mr M Smith-Connor and Ms Coupland left the room.

2. SPH Remuneration: Confidential.

Ms Summers, in the absence of Ms R Drury (Chair of R&P Committee), briefed the corporation on the deliberations of the committee regarding the Clerk's and Principal's terms and conditions. All present agreed that in relation to performance, it would be appropriate to agree the pay progression and pay award as recommended by the R&P Committee.

Resolved:

- **That the Clerks performance for 2020/21 justified the agreed pay progression with effect from 1 September 2021.**
- **That the Principal's salary be increased in line with the pay award for teaching staff with effect from 1 September 2021**

Ms Williams, Ms Dean, Ms H Coldwell-Gorse, Mr L Goddard, Mr M Smith-Connor and Ms Coupland returned to the meeting.

3. Minutes from Meeting held on 1st July 2021:

Resolved:

- **That these be accepted as a true record of the meeting**

4. Matters arising

Annual confirmation of the Code of Conduct.

The Clerk confirmed that she had directly approached the few governors that were still to return confirmation that they shall agree to observe the code of conduct to the best of their abilities. The Clerk thanked all those that had submitted the returns promptly.

5. Outcomes Report 2021.

Mr Smith-Connor reminded the Corporation that the Outcomes Report is produced annually to give an indication of the College's performance in terms of student outcomes. Governors were however asked to view the 2020/21 outcomes within the context of the global pandemic crisis which led to huge, sustained disruption and the relatively late decision by the DfE to use Teacher Assessed Grades (TAGs). Mr Smith-Connor advised the corporation that the DfE will not be publishing the 2020/21 performance tables and Ofsted won't be using this set of outcomes during inspections.

Mr Smith-Connor explained that when awarding grades teachers managed the pressures of ensuring that the TAGs were a fair reflection of what students knew and could do, taking into account the individualised effects of the pandemic, whilst also managing students' and their parents / carers expectations and hopes with exemplary professionalism. An unprecedented 100% of students were on qualification aims which have been self-assessed as Outstanding

The Corporation agreed that the TAG-based outcomes reflected the integrity and care of the staff given that an important metric for gauging the success of this year's outcomes is the extent to which they achieved the balance between national standards and individual equity. Of the College's 2,578 TAG entries, only 20 were appealed by 15 different students. Nineteen of the appeals at Stage 1 (College based review of TAG) were not upheld by the College, one was upheld (and subsequently led to a one grade increase). Three of the 15 students decided to take their appeal to Stage 2 (Awarding Body review of TAG). Of these, none were upheld by the awarding board.

Mr Smith-Connor explained that the student outcomes are securely Outstanding; this is the seventh consecutive year in which the College has self-assessed outcomes as Outstanding. It was noted that A level value added remains to be an area of particular strength placing the college in the top 10% of providers nationally; raw pass rates and retention are above the high sixth form college averages. All present agreed however that as A level high grades had increased for the second year in a row and are now nearly 10% above the rate achieved in 2019 (when exams took place), sustaining this rate will therefore be a significant challenge in a 'normal' year.

Mr Smith-Connor confirmed that BTEC outcomes at Level 2 and Level 3 have maintained the College's consistently held position as one of the top providers in the country; on most measures on most qualification aims, outcomes are in the top 10% of providers nationally.

The Corporation was satisfied that the College's GCSE maths and English pass rates (grades 9 – 4) continue to remain significantly above the high sixth form college averages.

Mr Smith-Connor explained to the corporation that equality and diversity analysis of the outcomes achieved by different cohorts of students (gender, disadvantage, prior attainment, ethnicity, SEND) reveals that the outcomes of male students on all measures were slightly below female performance (this replicates the national trend which saw a shift from males to females of 0.2 grade at A level). This analysis also shows that the value added performance of disadvantaged students was slightly below that of their non-disadvantaged peers. If TAGs are used again in 2021/22, the College will enhance the gender and disadvantage aspects of the unconscious bias training that was delivered prior to the awarding of TAGs in 2020/21. In addition, training will be provided to ensure that teaching staff are in a stronger position to award TAGs to these cohorts of students.

The quality of education improvement agenda for 2021/22 will also address:

- Successful implementation of the OneHNC teaching and learning strategy, which had been shared with governors at their last meeting.
- A cross-College approach to the student induction period ('Huddersfield New Start').
- A more consistent approach to assessment and the awarding of Progress Grades, led and managed by Course Leaders to ensure a more effective implementation of norm referencing and criteria-based assessment.
- Staff CPD to:
 - Embed and further develop the skills and knowledge required to successfully deliver the various combinations of lessons which may be required throughout the year (on-site / online / simultaneous).
 - Provide staff with the underpinning knowledge and strategies to effectively integrate the key principles of the OneHNC strategy into their professional practice.

Mr Smith-Connor explained that senior leaders had again decided to replace the usual SAR & QIP validation process with a more targeted approach (QIP reviews) to ensure that the planned activities are fit for purpose, robust and take into account the criteria for inspection (as relevant) in the new Ofsted Inspection handbook (published June 2021 for implementation in September 2021). Mr Smith-Connor advised that Governors will be invited to join the validation panel, as per usual practice and that meetings will continue to be held remotely via Teams.

Mr Smith-Connor advised the Corporation that the DfE have confirmed that exams will return in Summer 2022. Advance information of the content of these exams will be released by 7th February 2022 at the latest. A Level Results Day will also move back to 18th August. It is understood that the Advanced Level Results will be higher than 2019 but lower than 2020 in Summer 2022 i.e. artificially deflated to start to rein in grade inflation in 2020 and 2021.

Resolved:

- **That the report be received**
- **For the Clerk to circulate the QIP Meeting schedule to all Governors, once finalised.**

6. Safeguarding Annual Report 2020/21 and Safeguarding Policy Review /Prevent Risk Assessment.

Prevent Risk Assessment and action plan:

The Corporation was reminded that in delivering on its responsibilities of the Prevent Duty it should ensure that:

- there is a Prevent Strategy in place
- there is an executive lead for the Prevent duty
- a risk assessment is carried out and a Prevent Duty Action Plan formulated and progress monitored.

Mr Goddard explained that the risk assessment and action plan had been reviewed prompting a rewrite following consultation with the North East regional co-ordinator to reflect the most recent good practice and the national / local context. Governors were informed that the risks identified are common across educational institutions, the responses are however bespoke to HNC. Mr Goddard confirmed that SLT consider all of the risks to be manageable, and as per the risk assessment, the only areas currently marked rated as still outstanding or ongoing reflect the time of the year compared to when delivery of the control measure takes place, and will therefore be completed within months. The Corporation agreed with this opinion. Mr Goddard confirmed that the assessment is monitored and updated as appropriate during the meeting of the Prevent sub group.

All present recognised that the recent national event – murder of an MP - will heighten focus on radicalisation and extremism.

The Safeguarding Report:

Mr Goddard explained that the Safeguarding Report is submitted annually to the corporation to give an overview of Safeguarding activities in the College, and this year to particularly highlight the response to the Ofsted Review into Sexual Abuse in schools and colleges. (June 2021).

Time was taken by the corporation to discuss the recent Ofsted review; it was noted that the link to the training that was held throughout college as an initial response in July was forwarded to governors by the Clerk. During the discussions had, Governors were advised of the approaches taken by Ofsted in recent inspections in assessing safeguarding practices and in determining how safe learners felt in college, given that reference to sexual harassment, violence and online abuse is now explicit in the Education Inspection Framework. The corporation agreed with the quality assurance plans in place by SLT to garner views from HNC student focus groups regarding safeguarding to be assured that HNC remains informed of and responsive to all forms of abuse and harassment. The corporation, for assurance purposes, asked for all future corporate reports to include a section on Safeguarding and Prevent to enable Governors to be kept briefed on feedback received and the action being taken.

The corporation noted that the latest KSCB audit was submitted July 2021, for the academic year 2020-21. Ms Wright (Safeguarding Link Governor at the time) contributed to the Audit process and approved the college's submission. KSCB has since reviewed the audit process; the college was rated in the highest category for compliance.

Mr Goddard drew Governors attention to the number and nature of the concerns that the Safeguarding Team respond to, and the case studies which highlight the achievements of students who face significant barriers to their education. As with previous years, the highest number of concerns arise regarding the emotional well-being of students. There is reference to the number of sexual harassment / abuse concerns logged in September, in response to the Ofsted review. This is a new category created and so there is no comparison to previous years.

Ms Johnson (current Safeguarding & Prevent Link Governor) confirmed she had taken up her role as the new Safeguarding Link Governor and that she had received full support from the College.

Safeguarding Policy:

Mr Goddard also presented the safeguarding policy, which has been updated (changes highlighted) and presented for approval, as per the College's scheme of delegation. Mr Goddard explained that the updates reflected the newly published Keeping Children Safe in Education 2021 document and the updated Kirklees Safeguarding Children Board audit.

The corporation was also informed that there is now an expectation that, as with Keeping Children Safe in Education 2021, there is a knowledge check of all staff and governors. This will ensure that HNC remains fully compliant with the local audit and therefore it is important for governors to read the entire document and undertake the check. Governors that had already undertaken the knowledge check were thanked by Mr Goddard.

Resolved:

- **That the college's Prevent Risk Assessment and action plan be received.**
- **That the Colleges annual safeguarding report be received**
- **For Safeguarding and Prevent to feature as a separate section within all future corporate reports.**
- **That the Safeguarding Policy be approved and for all governors to undertake knowledge check – clerk to recirculate details.**

7. Corporate Report

Ms Williams presented the Senior Leadership Team report to the Corporation. Comprehensive updates were provided on key areas of the college and its performance to date against key performance indicators, including :

Covid 19:

Ms Williams advised the Corporation that the new academic year started with Mass Testing. HNC were required again to test students twice on their return to College. 2923 tests were completed of which 6 were positive. During this Mass Testing period HNC also hosted a pop up Covid 19 vaccination clinic and 181 students were vaccinated on site.

Governors were advised that the college is required by the DfE to continue to promote twice weekly testing at home by staff and students. Free home testing kits are available in College for staff and students.

Ms Williams explained that Students are on site now for 100% of their time-tabled lessons but if they are required to self-isolate for Covid 19 related reasons they can still access their learning from home, via MS Teams. Simultaneous learning therefore remains a feature of teaching and learning this academic year.

Performance Update:

The corporation was advised that over the enrolment period HNC recruited 2916 students by 6th September. Our funded student number target is 2779 on Day 42. Current numbers (as of 8th October) stand at 2797 (13 down on the same point last year).

Staff update:

Ms Williams advised the corporation that the Professional Development Day was held on September 27th. 9 staff (2 teaching and 7 support) out of a total of 249 staff were judged by their line manager to have not successfully met all the professional standards associated with their role. For 2 of these staff this will affect pay and their receipt of the Support Staff Standards Payment. Appropriate performance management measures, including two formal ones, are in place for these 9 staff.

National Developments:

Ms Williams reminded all present that in July 2021 the DfE revealed the outcome of the consultation on the future of Applied General Qualifications. Despite 86% of the respondents to the consultation supporting the retention of Applied General Qualifications, the DfE announced that their funding would be withdrawn between 2023-25 and that they would be replaced with T Level Qualifications. The SFCA immediately launched a #ProtectStudentChoice Campaign with the mantra 'Don't scrap BTECs'. It is now supported by 21 other organisations.

The plan (as it currently stands) is to introduce T levels into curriculum offers in two main tranches, commencing in September 2023. HNC's T level development team are currently exploring key aspects of the affected courses, and their delivery, including: entry requirements, securing industry placements, and the ways in which T levels can be integrated into the College's timetable, and staffing structure, with minimum disruption and maximum efficiency.

The Corporation was advised by Ms Williams that Ofsted inspections are taking place again. As an Outstanding provider, HNC no longer sits outside the Inspection framework. There is a new Inspection handbook (June 2021 to be reviewed in March 2022) updated to include the Covid 19 modifications to this Inspection Framework. Outcomes data from 2020 and 2021 will not be used in any Inspection because it has not been validated. Governors agreed it appropriate to incorporate 'inspection readiness' into the Governance quality improvement plan. Ms Summers confirmed that this had been discussed at the Search & Governance Committee and will therefore feature in this year's governors training plan.

Resolved:

- **That the report be received.**

8. Chairs Report – Update

Ms Summers explained that her report was to provide a comprehensive update to all Governors on the various recent developments in relation to the academisation debate, both national and local, and to determine the corporations next steps.

Post deliberations, the corporation agreed it sensible for Ms Williams and Ms Summers to use the remainder of this term to make or maintain contacts and build the relationships referred to within the report for establishing a new MAT. Should no realistic options be identified, Governors determined it appropriate to then use the Corporation's Strategy Day in February 2022 to look more seriously at joining an existing MAT with a Sixth Form College.

Resolved:

- **That the report be received**
- **For the remainder of this term to be used to make or maintain contacts and relationships necessary for establishing a MAT**
- **If appropriate, for the Strategy Day to be used to consider joining an existing MAT**

9. BAF Assurance reviews:

- **Covid 19 recovery risks to attendance, retention and student outcome, lost learning and lost cultural, personal and social development.**
- **Poor reputation management**

- **Failure to fulfil statutory duties , safeguarding and Prevent, SEND, Health and Safety, Equality, GDPR, CEIAG.**

The presented assurance reviews were each considered separately by the Corporation. All present agreed that the reports comprehensively outlined the nature of the inherent risk levels presented and reflected the range of mitigations being undertaken by the college to best manage each of the risks.

Deliberations concentrated on the assessed residual scores and richness of assurance sources; after a full discussion the Corporation was satisfied that the actions being taken by the college to best mitigate against the risks were robust and effective. Governors reported to be confident in the different levels of assurance identified within the Board Assurance Framework for each of the risks.

The Governors thanked all staff for the comprehensive assurance reports and helpful commentaries.

Resolved:

- **To assign Green overall assurance to all individual risks**
- **For the Clerk to update the Master BAF**

10. Audit Committee : meeting held on 28th September 2021

Mr Leach briefed governors on the business of the Audit Committee Meeting.

The Corporation was advised that the committee had received the Cyber Security and Breaches Testing report for term 3 (2020/21). The report continues to provide comprehensive assurance to senior leadership team and Governors that the college is doing as much as it can to mitigate against these risks and are continuing to follow all business processes and procedures designed to protect the college from fraud. No IT Security Incidents or actual/suspected fraud were reported during Term.

Mr Leach advised Governors that the colleges internal auditor – TIAA- is satisfied, that for the areas reviewed during the year, despite the ongoing pandemic, HNC continue to have reasonable and effective risk management, control and governance processes in place. Also there is evidence to support the College's achievement of value for money with regard to economy, efficiency or effectiveness of the systems reviewed. This source of assurance will be incorporated within the audit committee's annual report which will be presented to the Corporation at the next meeting.

The Corporation's attention was also drawn to the Internal Audit strategy for 21/22 approved by the Committee given that the committee was satisfied that the strategy for internal audit covers the college's key risks and assurance needs of the corporation. The final version will be shared with all governors once received by the Clerk.

Governors were also informed that the College's self assessment questionnaire, drafted for the Post 16 Audit Code of practice, had been considered and approved by the Committee. Ms Summers and Ms Williams have signed the finalised version which has been forwarded onto the College's External Auditors.

In addition, the committee remains satisfied with the comprehensive measures the college continues to have in place to continue to manage coronavirus with the phenomenal action being taken by the senior leaders to ensure that the college is a Covid-19 secure environment, as evident by the comprehensive risk assessment.

Mr Leach also explained that the committee is to initiate a tender exercise for the appointment of both internal and external audit providers as of August 2022. Progress updates will be provided to the corporation throughout the process.

Resolved:

- **That the minutes be received**

11. F&R Committee : meeting held on 4th October 2021

Mr Dawson – Chair of F&R, briefed Governors on the business of the Committee.

The Corporation was advised that the campus improvements and developments undertaken to date had been completed on time and on budget, as per the planned property strategy. The extension to Costa Café continues with a revised completion date of December 2021 and with an additional £70k required to cover heightened costs. The original budget for this project was £300k with completion scheduled for the end of October 2021. Following delays with planning permission, the construction industry facing a staffing shortage, and a massive increase in base material cost; the timeframe for completion has had to be extended and the budget increased. The Corporation was advised that this additional spend is however manageable within this year's financial budgets but reduces the building extension budget.

Given the reduced budget for building extensions, Mr Dawson advised the Corporation that the Committee has agreed it sensible to delay the major extension build recognising that extra time was needed to enable the SLT to revise its options and

costings accordingly dependent upon the outcome of the bid and the internal reviews on curriculum offer and tutorial delivery. All of which impact the size, design and functionality of the extension project. Updates will therefore be provided to the corporation at a later date.

The corporation was advised that the college remains in a strong overall financial position compared to budget for the year to date for the following reasons:

- An overall operating surplus of £201k compared to a budgeted surplus of £15k
- An underspend against staff costs of £92k compared to budget;
- An overspend against other costs of £18k (includes bursary);
- An overall expectation that the budgeted surplus of £179k will be delivered by 31st July 2022

Mr Dawson noted that the cash held as at 31st August was £5.272m; an improvement of £0.577m against the forecast reflecting the current ESFA funding profile and the healthy brought forward cash position in July.

Mr Dawson drew governors attention however to cost pressures that are being considered from 2022/23 onwards that will impact on the College's Financial Health going forward.

The corporation was also asked to receive the one-page financial dashboard, created by SLT to enable all governors to visually track the college's progress against the financial KPIS.

Resolved:

- **That the minutes be received**
- **That the Finance KPI dashboard and glossary be received.**

12. Search & Governance : Meeting held on 7th October 2021

Ms Summers briefed the Corporation on the business of the S&G Committee meeting, in the absence of Ms Borsylawskyj.

Ms Summers explained that the committee concluded that the compliance review against the Code of Good Governance was a fair and accurate assessment of the corporation's performance to date. Although a small number of 'should' areas remain part or not met, the committee was satisfied with the reasoning behind this from the annual review. The government has however introduced a requirement for all sixth form and FE colleges to undertake a 3 year cycle of External Review of Governance via the ESFA funding agreement (to be undertaken by 2023/24). Ms Summers explained that it is understood that this review cannot be peer to peer, so who is to undertake the external review of Governance at the College, and how, will be a matter for the S&G Committee to discuss and to determine going forward. In the mean time, the committee agreed it sensible to continue to seek out and use external, sector relevant, frameworks to inform best practice and to support continuous improvement. The ever increasing external challenge for corporations was to also feature as a developmental point within the governance quality improvement plan, which is to be presented to the Corporation at its next meeting.

Ms Summers confirmed that the returned skills audit from Governors, indicated that the Corporation's self-assessed levels of experiences, skills and other attributes on the whole exceeds overall requirements of the Board to underpin effective governance, as per the DfE's competency framework for governance. The lower scoring experiences and skills were however flagged within the analysis and informed committee discussions and are to feed directly into the Governors training plan as well as Corporation's Quality Assurance processes, including the Self-Assessment Review and Quality improvement plans.

The Corporation was advised that for 2020/21, HNC's Governor Average for overall attendance (for all Committees & Corporation) remains above the sector average attendance for all meetings at 89% (88% for 2019/20). The Committee recorded in the minutes their appreciation for all Governors that had again secured high attendance at meetings during 2020/21, with 7 securing 100% attendance, given the importance of attendance in order for the Board to continue to perform effectively.

The Corporation was informed that the committee had previously agreed it worthwhile for an independent governance professional to join the S&G committee as a co-opted member. The Corporation took the time to consider the application endorsed by the committee from Ms Muscroft Service Director Legal, Governance and Commissioning (Monitoring Officer) for Kirklees Council. The Corporation approved Ms Muscroft's appointment.

Resolved:

- **That the draft minutes be received**
- **That Ms J Muscroft be appointed as a co-opted member of the Search & Governance Committee with immediate effect for a period of 4 years.**

13. Remuneration and Personnel Committee: Meeting held on 11th October 2021 (reserved item)

Ms Summers briefed the corporation of the remainder of the committee's business, in the absence of Ms Drury.

The Corporation was advised that the annual staffing report was received. From discussions had a consensus view was taken that the report in its current format better served operational needs rather than governance oversight and assurance purposes given the detailed, albeit high level, data included about departmental performance and associated staffing issues. It was therefore agreed appropriate for Ms Paddon to resubmit a revised version of this report for the committee to comment upon at its next business meeting in order to determine whether members are satisfied that any revisions to the format still enabled the committee to hold the senior leaders to account for efficient and efficient staff management.

Ms Summers advised the corporation that the NJC Staff Side (teacher trade unions) have accepted the Employers' Side pay offer for 2021/22. The following offer was agreed to take effect from 1st September 2021:

- A 1% across the board increase
- An additional 0.5% increase on pay points 6, 7 and 8

This agreement, as recommended by the NJC, should cost no more than 1.1% of paybill. Governors were advised that as the recommended pay award was well within the budget allocation previously approved by the Corporation in July 2021, the committee endorsed for senior leaders to initiate the pay award for teaching staff with immediate effect. The Corporation noted that the pay award for Support Staff is still in negotiation but is likely to be influenced by this award. Updates will be provided via the R&P Committee.

Ms Summers also presented the committees annual report to the Corporation, in line with the AoC's SPH Remuneration Code. Governors present agreed that the report provided sufficient assurance that the Remuneration and Personnel Committee had effectively discharged its responsibilities. Ms Summers confirmed that the data included within the report had been extracted from the college's end of year accounts and will therefore be included within the members report and financial statements, submitted to the external auditors.

Ms Williams, Mr Smith Connor and Mr Goddard left the meeting at this point for update on Principal recruitment campaign.

Resolved:

- **That the minutes be received**
- **That the agreed pay award for teaching staff be noted, as approved by the R&P Committee.**
- **That the R&P Committee's annual report be received**
- **That the Principal's Contract of Employment be approved.**

14. Any other Business.

There was no other business.

15. Learner Impact Reflection

The impact of discussions and scrutiny of the College's work in improving the outcomes and experience for all learners was considered and the following agreed:

- Assurance that the college continues to remain an inclusive Sixth Form College and continues to successfully offer post 16 education opportunities to a diverse range of students.
- An informed Board of Governors is effective in its scrutiny, challenge and support of the senior leadership team thus ensuring positive outcomes and progress for all students.
- Through receiving annual reports, Governors ensured compliance with legislation and assurance was also gained that the College continues to be a safe and secure place for students to attend and learn.
- Maintaining high performance in term of outcomes enables HNC to continue to support students, giving life changing opportunities to our student body.
- Scrutiny of EDI data ensures Governors' focus, challenge and support in improving teaching and learning experiences for all Students.
- Assurance received that the College continues to provide a welcoming, safe and supportive environment for all students to develop personally and emotionally.
- Assurance received that the college remains fair and objective in its principles and procedures and continues to act in accordance with all relevant legislation.
- Areas of concern / underperformance have been identified to ensure that the college is working towards improvements across all study programmes, courses and qualifications.
- The college in maintaining high performance in terms of outcomes overall continues to support students, giving life changing opportunities to our student body.
- The Internal Audit Strategy provides assurance that the college has an adequate and effective framework for governance, risk management and control. The scope of the internal audit includes an assurance audit on the quality of the students' experience; this in particular will provide additional external assurance for the Corporation on the college's approach to and delivery of student pastoral support and well-being.
- The Corporation is assured that the college is continuing to take a realistic approach to resources in response to COVID 19
- Assessing a pay award needs to balance rewarding achievement and retaining good staff with awareness of local and national sensitivities and constraints
- The corporation is committed to demonstrating its leadership and stewardship in relation to remuneration and in doing so helps to protect the college's reputation and provide greater assurances to key stakeholders and partners, including the student community and wider society

16. Determination of confidentiality

The Corporation resolved that the case studies listed within the safeguarding report are to remain confidential.

It was determined that supporting papers for agenda items 3, 8, 9, 11, 12 should also be determined as confidential.

17. **Date of next meeting: Thursday 16th December 2021. (celebration Evening : 13th December 2021)**