



**PRESENE:**

**Sue Sturgeon (1/1)**  
**Sally Dicketts (1/1)**  
**Tracey James (1/1)**  
**James Dipple (1/1)**  
**Demot Mathias (1/1)**  
**Pauline Odulinski (1/1)**  
**Malcolm Wicks (1/1)**  
**Nina Robinson (1/1)**  
**Julia von Klorowski (1/1)**  
**Andy Stone (1/1)**  
**Emma Shipp (1/1)**  
**David Goosey (1/1)**  
**John Cope (1/1)**  
**Ben Sims (1/1)**

**Chair of the Corporation**  
**Chief Executive Officer**

**As indicated in the minutes**

**NATTENDANCE:**

**Steve Ball**  
**Lee Nicholls**  
**Cheri Ashby**  
**Bernad Grenville-Jones**

**Chief Finance Officer**  
**Deputy Chief Executive Officer**  
**Group Executive Director, Suney Lead**  
**Group Executive Director**

**MINUTE**  
**NO**

**ACTION**

**2**      **Apologies for Absence**

**The Clerk informed the Board that JC would be joining the meeting late; no other apologies were received**

**3**      **Declarations of Interests, Gifts and Hospitality**

**JC declared (under agenda item 9) that he had been appointed to the Board of the Institute for Apprenticeships and Technical Education. No other member declared interests, gifts or hospitality.**

**4**      **Minutes of the Meeting of 20 July 2020**

**The minutes of the meeting of 20 July 2020 having previously been circulated to the Board, were reviewed by the Corporation. The minutes were approved as an accurate record of the meeting.**

Board considered whether KPIs should be subject to staff consultation to support buy-in; the MDAA advised that the KPIs and objectives were based on critical improvements necessary for success and therefore could not be negotiated, however it was expected that plans to ensure buy-in (such as voluntary involvement in working groups) would be successful. The Directors were challenged to consider the link between ownership and accountability, and to apply the Learning Philosophy to the approach to developing and disseminating KPIs.

The Board noted improved links between the Apprenticeships Division and the wider Activate Learning Group and sought assurance as to how this would be continued; the Board were advised that designated posts responsible for apprenticeships within Faculties were helping to drive a cultural shift ensuring that apprenticeships were considered within Faculty activity. The Board were assured that the team would continue to monitor engagement. The Board were reminded of the history of the Apprenticeships Division and were assured that work would continue to improve integration and ensure that all types of learners were considered equal by Faculty teams. The Board noted that there was an opportunity to review the split between sales and marketing activity between the Group and the Division.

The Board challenged the Directors about how they were responding to market changes due to the COVID 19 pandemic and identifying which programmes provided skills that would be needed by business in the future. The Directors advised that they maintained dialogue with employer partners, however many employers did not yet know the skills they would need in future; therefore, market research was underway to inform strategic decision making. The Board queried whether opportunities had arisen from the COVID 19 pandemic, and were advised that in some cases employer reticence had allowed necessary decisions around programme closures. The closure or limitation of programmes with poor quality was a necessary part of the improvement strategy.

NR requested further information about how the team would ensure staff ownership and accountability for improvements; the impact of the COVID 19 pandemic on plans; and how leaders within the Division were to be empowered in their leadership.

The MDAA agreed that work would continue to focus on developing the plan for ensuring staff buy-in to

MINUTE  
NO

7.

ACTION

**MINUTE**  
**NO**

**ACTION**

considered the background and probable market value, the Board approved the recommendation. All members were agreed.

NR voiced a concern about the reporting of the impact of the COVID-19 pandemic.



<b>Action</b>	<b>Responsible</b>
<b>Provide NR with further information pertinent to her queries</b>	<b>MDAA</b>
<b>Circulate an updated copy of the Staff Engagement Report to the Board</b>	<b>CEO</b>
<b>Consider whether the KPIs measured the correct outcomes, in anticipation of setting KPIs under the new Strategic Plan later in the year</b>	<b>ALL</b>
<b>Explore and consider NR's concerns about inclusivity</b>	<b>Chair</b>
<b>Anange for JVK to meet with the Group Director of IT Services to discuss cybersecurity</b>	<b>Clerk</b>