

## Minutes of the Corporation Special Meeting (released from confidential)

Held Tuesday 29<sup>th</sup> August 2023 at 6.30pm by Teams.

*Present* Joanne Chilton (*Chair*), Helene Jones (*Vice Chair*), Jacquie Carman (*Principal*), Shabir Chagan, Sarah Dawson, Andy Hanson, Ian Hughes, Alison Jarrett, Raj Joshi, Gail Rothnie, Joanne Rouse

*In attendance* Joanne Williams (*Deputy Principal*)  
Jennifer Sunter (*Clerk to the Corporation*)

<b>1</b>	<b>Apologies</b>
	Apologies were received on behalf of Tiffany Harvey-Pallent, Aisha Benachour and Mark Sterling.
<b>2</b>	<b>Declarations of Interest</b>
	There were none.
<b>3</b>	<b>Confidential: Change Management Agenda for Positive Change</b>
	<p>Jacquie Carman provided the basis and approach for positive change management, to take the College forward. Recognising that the College had undergone some significantly challenging times, the approach was timely and management wished to move swiftly to build a more cohesive institution with a shared vision "to be exceptional". The agenda was for genuine positive change, to remove single points of failure and to restructure a senior team with the capacity to drive forwards a College where students always remain the central focus and where all staff are proud to work. This approach was encapsulated as One College, One Culture, One Future .</p> <p>Jacquie Carman outlined the research and the model for change utilised and that legal and expert advice was being used.</p> <p>Members felt the approach and underpinning reasoning was clear and discussed the basis of change, its execution and not underestimating areas of risk to the model. This included:</p> <ol style="list-style-type: none"> <li>1. Mitigating the impact of change process on students.</li> <li>2. Consultation of stakeholders being appropriately scheduled and undertaken with sensitivity. With clear communication provided through official channels.</li> <li>3. Impact Assessments conducted as part of the process.</li> <li>4. Understanding the feasibility and model merits and the structure of targets to reach.</li> <li>5. Management of the plan. How the success would be measured and reported at key stages which in turn would support the achievement of the whole plan.</li> <li>6. That knowledge and training for staff was key and that any performance issues should be managed appropriately.</li> </ol> <p>Jacquie Carman confirmed that she had undertaken research of other models and had been in communication with other Principal's and the FE Commissioner's office. Following consideration the model was chosen as the best approach to deliver what was needed. It was also noted that impact</p>

	<p>assessments would be undertaken through Human Resources with support of the College solicitors.</p> <p>Jacquie Carman stressed that the risks of the model approach were outweighed by those of doing nothing, that action was timely. It was noted that the pace of change needed to be swift.</p> <p>Training and development for senior staff was already being put into place and for recruitment an agency would be deployed to reach the widest possible field of candidates. Mentoring would also be considered.</p> <p>Members also questioned their specific role and noted that while this was an operational issue it was a major change for the College and therefore discussing with and keeping governors informed was a crucial aspect of the approach.</p> <p>Members supported the approach being taken by the Principal and Deputy Principal.</p>
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The meeting closed at 7.02pm