

## CORPORATION

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Minutes of the meeting of the Corporation held on Wednesday 27<sup>th</sup> June 2017 commencing at 8.15am in the Room JB031, Easton Campus, Easton, Norfolk

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### **Present**

S Bendall	<b>SB</b>	Independent Member & Chair
D Henley	<b>DH</b>	Principal
F Baugh	<b>FB</b>	Independent Member
L Butcher	<b>LB</b>	Independent Member
M Coleman	<b>MC</b>	Independent Member
S Dinneen	<b>SD</b>	Independent Member
D Nunn	<b>DN</b>	Independent Member
G Pilcher	<b>GP</b>	Independent Member
D Redhead	<b>DR</b>	Independent Member
P Richardson	<b>PR</b>	Independent Member
R Sheasby	<b>RS</b>	Independent Member
E Sweetman	<b>ES</b>	Staff Governor
P Thirkettle	<b>PT</b>	Independent Member
J Whyman	<b>JW</b>	Independent Member

### **In Attendance**

B Jones	<b>BJ</b>	HR Consultant
C Nix	<b>CN</b>	Director of Estates
R Robson	<b>RR</b>	Director of Governance
R Storer	<b>RSt</b>	Director for Services to Business
J West	<b>JWe</b>	Director of Funding, Reporting Services and IT
M Wilkinson	<b>MW</b>	Director of Finance
L Wilson	<b>LW</b>	Assistant Principal

### **Action**

#### **1. PRELIMINARY PROCEDURAL MATTERS**

##### **1.1 Welcome and Apologies for Absence**

SB welcomed all to the meeting and introduced Louisa Butcher to members. Apologies were received from Bob Feltwell, Carl Hard, Daniel Noble, Mark Pendlington and Deanna Provis.

##### **1.2 Timing of Agenda and items of Urgent Business**

The Agenda was accepted and no additional items were received.

##### **1.3 Declarations of Interest**

The following declarations of interest were declared:

- PR in relation to Morley
- GP in relation to RNAA

- DR in relation to Tex Holdings Ltd

No other declarations were received in relation to items on this Agenda.

#### **1.4 Minutes of the previous Meeting**

The minutes of the meeting held on 24<sup>th</sup> May 2017 were **confirmed** as a true record of the meeting for signature by the Chair.

#### **1.5 Actions and Matters Arising**

Action 1 – an updated form has been circulated for use by governors. Action **agreed** complete.

Item 3.1 – A member referred to the question asked on the potential correlation between areas of poor student retention and attendance, poor teaching and learning and non-completion of appraisals and asked for further clarity as the answer recorded did not answer the question posed. BJ confirmed that areas where there are problems have poor levels of appraisal completion. The member asked for an example of an area within the College where this was the case. BJ confirmed that this had been an issue in Animal Care and Equine at the Otley campus but that this has been picked up and is being resolved.

Item 3.2 – A member referred to the point that he had raised previously and asked for further detail on the financial impact of expansion in HE. MW confirmed that he would bring a paper to the next meeting to provide the clarity required. A member queried the critical mass required for courses to be financially viable, MW confirmed that the College has some courses where the contribution rate is very low.

**MW**

Item 3.3 - A member asked for further clarification in respect of the 'sprayer'; DH confirmed this is a piece of equipment that can be used at shows and schools events that the College are seeking to purchase.

## **2. STRATEGIC PLANNING**

### **2.1 Monthly KPI Report for May 2017**

DH took members through the high level summary and main points of the report. He reflected on the low value added at EOC and the potential external factors for that (low aspiration/low feeder school performance), he also noted that students previously ceased attending prior to the end of the academic year but were now being actively encouraged to complete all outstanding work in order to maximise their potential outcomes. The predicted turnaround in results for this academic year was highlighted.

A member noted that the learner progress KPI, in its existing form, tells governors very little, he asked how this could be changed to give the information needed. DH agreed that this had been a weakness but that staff development, already underway, and better use of Markbook would result in a more reliable measure coming to the Board in the next academic year. The Chair asked when this would be shown in the KPI report. LW confirmed that qualifications would vary but assessment would start in October and so a

meaningful KPI would be in the report received by the Board at the November meeting. A member asked whether the College or students bear the costs of resits and, if the College pays, are the merits of a resit fully considered. JWe confirmed that for tech qualifications there are two opportunities at no additional cost. In other areas the College decision is guided by the tutor.

**LW**

Discussion took place on the use of RAG rating within the report. In some instances the rating was viewed as misleading or possibly that the KPI being used was not the right one to illustrate the point. The Chair confirmed that the current KPIs and use of RAG rating will be reviewed prior to the start of the next academic year.

**SB**

*ES joined the meeting*

A member noted that the SSR KPI seemed to highlight that the College was moving away from the target number, he enquired if more granular data by course was available for governors to review. He further asked if it was possible to make sector comparisons with benchmark data. It was agreed that this would be reviewed by the POP group.

**POP**

A member raised queries around the Technical Exam data in the report, he sought confirmation of the level at which the exams were taken (confirmed as 2 and 3) and whether those retaking had all turned up for the next exam. LW confirmed that the final data was being collated and would come to the next meeting as part of the KPI report.

**LW**

## **2.2 Monthly KPI Report for HE May 2017**

In the absence of Denis McAuley DH presented the report.

The RAG rating of the student satisfaction KPI was noted by a member as being counter intuitive; although it exceeded the stated target it is rated red. DH highlighted the issues in satisfaction amongst the Agriculture students at level 5 as the reason for this; the satisfaction level was lower than it had been in December. A member suggested that the use of RAG rating throughout KPI reports must be agreed with governors when the KPIs are reviewed.

The Chair sought further clarity around the ongoing validation of the veterinary nursing degree course. DH confirmed the intention was still to obtain validation for 2018 start. The Chair asked for a report confirming the progress and timelines for this. A member asked if those initially recruited to the veterinary nursing course for 2017 had been successfully recruited to other courses. LW confirmed a number had. A report confirming the impact on overall numbers of the failure to validate veterinary nursing degree for a 2017 start and to confirm the numbers of applicants who have transferred to other courses at EOC was requested for the next meeting by the Chair.

**DM**

**DM**

## **2.3 Monthly KPI Report for Apprenticeships May 2017**

RSt presented the report. He highlighted the impact of the levy in May due to employer uncertainty, confirming that this reflects the national picture. Work is continuing to support employers with the levy.

A member asked for confirmation of progress on the continued roll out of OneFile. RSt confirmed that those that were paper based were steadily decreasing, currently this is 177, this will be approx. 100 by September/October and will reduce further to a predicted 50 by Spring 2018. He advised a few apprentices will remain paper based due to the nature of the course (land based engineering).

### **3. ENSURE CONTINUED FINANCIAL VIABILITY OF THE COLLEGE**

#### **3.1 Management Accounts May 2017**

MW took members through the May Accounts. He highlighted the key uncertainties around agency costs, commercial income and exam fees. Members' attention was drawn to the data on page 44, to reduce the SSR to 64% further savings would be needed in addition to those already agreed. He emphasised the potential impact of lower recruitment than predicted.

GP stressed the need to have a plan in place to deal with the financial impact of the September enrolment. Members agreed that dealing with this was of significant importance. It was agreed to establish a working party to work on a business plan with MW prior to the next meeting.

**RR**

The need to develop lines of commercial income was debated. Members cited the facilities available and the potential for further commercial use of those. Development of income streams with external partners should be considered. Members concluded that development that did not detract from the improvements required in the core business of the College should be pursued. A governor session on this to be arranged.

**RR**

#### **3.2 ESFA**

DH and SB updated members on recent meetings. It was noted that these meetings will continue.

### **4. PERSONAL DEVELOPMENT OF STAFF AND STUDENTS**

#### **4.1 Ofsted**

DM confirmed that the draft report was still awaited, when received the College has 24 hours to turnaround a factual accuracy check. Thereafter the College will receive the Report 2 to 3 days ahead of publication and will, at that point, be able to communicate the outcome and the College response to stakeholders. The Chair asked for all governors to be given a briefing on key messages as soon as possible.

**DH**

##### **4.1.1 Post Ofsted Action Plan**

Members were advised that this has been prepared to date based on feedback at the inspection and will be updated when the report is received. The governor POP Group will meet with Jane Townsend to review this on 5<sup>th</sup> July and an updated POP will come to the next meeting.

##### **4.1.2 Ofsted Social Care Visit**

DH reported on the visit received on 19<sup>th</sup> June and the reasons behind this. He confirmed that areas for improvement had been identified by the inspectors. These were around staff training, policies and security. The letter confirming the outcomes is yet to be received. A post-visit plan is being prepared and the improvements identified are being addressed. The plan and progress will be shared with the Board.

**DH**

FB, Safeguarding link governor, confirmed that she had been made aware of the visit on the day. She has a link visit planned w/c 10<sup>th</sup> July. She sought confirmation as to why the policies in place were not as they should be. DH confirmed that more robust internal processes are required. A member asked what follow up Ofsted will make, DH confirmed that at present they have asked for site of the action plan. A member suggested that the College could develop relationships with schools locally to develop best practice around residential accommodation.

**DH**

#### **4.2 Student Council End of Year Report**

Members reviewed the Report. The Chair expressed concern around the students' thoughts on marking feedback. LW confirmed that this issue has been picked up and the relevant subject areas identified. DH confirmed that this was being addressed during current staff development across both sites. A member asked that the Board receive quarterly updates on this issue until members are satisfied that the issue has been satisfactorily resolved. LW explained how better use of Markbook will overcome this problem.

**LW**

#### **4.3 Staff Appraisals**

BJ took members through the report. She advised that since the report was written the completion rate was now 70%. Completion is now required for all staff by 15<sup>th</sup> July. A member asked if there are sanctions in place for non-compliance. LW confirmed that leave cannot be taken unless complete.

A member asked if the completed appraisal forms are reviewed in order to ensure that they are completed correctly. BJ confirmed that yes they were reviewed by HR. A member asked if sufficient resources were available to ensure that the outcomes from the appraisals were addressed. BJ confirmed that this would be progressed through the staff development budget and CPD arranged. A member asked how the review of completed appraisals was undertaken. BJ advised that at present this is done manually by her and HR staff, from September it is planned to use an IT programme to assist with this. A member reported successful use of a competitive approach between departments to progress appraisals worked well in her organisation and could be a useful idea for the College. Members asked for a follow up report at the next meeting.

**HR  
Dept.**

Members discussed the need for the process adopted to have value to both sides and for the need for targets to align to the overall strategic direction of the College. This was noted by DH who advised that this had previously been missing but was now being implemented throughout the College. A suggestion that the process be renamed 'Performance Review' was suggested by a member as being a more positive approach.

#### **4.4 Update on SPH Appointment**

DH confirmed that following conversations with City College Norwich Ray Cameron-Goodman would be starting on 1<sup>st</sup> September.

**5. NEEDS OF RURAL BUSINESS**

**5.1 Employer Satisfaction Survey Results**

RSt explained the report to members. The improvement in results from the previous year was highlighted. Members reflected that whilst the outcome was very pleasing to receive the report was rather difficult to negotiate and that a summary would have been useful. A member asked if employers are offered training on OneFile, RSt confirmed that this was in place.

RSt advised that the outcomes of the survey are published so it would be possible for other employers to see this. A member asked if it was possible to benchmark the results. RSt confirmed that this would be possible when the data was published. A benchmarking report was requested.

**RSt**

**6. FE Commissioner**

The Chair emphasised to the Board the role of the FE Commissioner and the relevance of the intervention process.

The scoping visit is to take place on the day of the next Board meeting. To ensure that the Chair, Principal and Director of Governance are available at 11.00 it was agreed to move the meeting to an 8.00 start at the Easton campus rather than change the date.

**RR**

Members considered that an August Board meeting would be appropriate to ensure continued scrutiny and challenge throughout the summer. The Principal suggested that this may have best value if after the GCSE results date. The Director of Governance to arrange a date and circulate to members.

**RR**

Members reflected that as part of the review of the Carver model a review of governance as whole would be appropriate in terms of independent external challenge to the Board. The Director of Governance to identify an appropriate provider.

**RR**

LW requested that Link Governors make arrangements to visit their link areas early in the new term.

**Link  
Govs**

**7. AOB**

None.

**8.. Date of the next Meeting**

The next meeting was confirmed as Wednesday 19<sup>th</sup> July 2017 at the Easton campus with an 8.00am start time.

The Chair closed the non-confidential agenda at 10.45pm