

# EASTON&OTLEYCOLLEGE CORPORATION

Minutes of the meeting of the Corporation held on 1<sup>st</sup> November 2017 commencing at 6.00pm in Chadacre at the Otley Campus Otley Suffolk

## **Present**

L Butcher	<b>LB</b>	Independent Member
S Coby	<b>SC</b>	Independent Member
M Coleman	<b>MC</b>	Independent Member
S Dineen	<b>SD</b>	Independent Member
C Hard	<b>CH</b>	Staff Member
D Nunn	<b>DN</b>	Independent Member
M Pendlington	<b>MP</b>	Independent Member and Chair
G Pilcher	<b>GP</b>	Independent Member
D Redhead	<b>DR</b>	Independent Member
P Richardson	<b>PR</b>	Independent Member
J Townsend	<b>JT</b>	Acting Principal
P Thirkettle	<b>PT</b>	Independent Member

## **In Attendance**

A Daniels	<b>AD</b>	Director of HR
R Goodman	<b>RG</b>	Deputy Principal
R Robson	<b>RR</b>	Director of Governance
M Wilkinson	<b>MW</b>	Acting Vice Principal/Director of Finance

## **Observer**

Mike Snell	Governance Review Consultant
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<b>1</b>	<b><u>PRELIMINARY PROCEDURAL MATTERS</u></b>
<b>1.1</b>	<b><u>Welcome and Apologies for Absence</u></b>  The Chair welcomed all to the meeting. Apologies were received from Chris Nix, Bob Feltwell, Robert Sheasby, Ellie Sweetman and John Whyman
<b>1.2</b>	<b><u>Timing of Agenda and Urgent Items of Business</u></b>  The Agenda was accepted and no additional items were received
<b>1.3</b>	<b><u>Declarations of Interest</u></b>  The following declarations of interest were received:- <ul style="list-style-type: none"><li>• GP in relation to RNAA</li><li>• DR in relation to Tex Holdings Ltd</li></ul>

- MP in relation to University of Suffolk
- PR in relation Morley

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 27<sup>th</sup> September 2017 were **confirmed** as a true record of the meeting for signature by the Chair.

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

Action 1 - **agreed** complete  
 Action 3 - **agreed** complete  
 Action 4 - **agreed** complete  
 Action 6 - **agreed** complete  
 Action 8 - **agreed** complete  
 Action 2 - ongoing  
 Action 5 - GP confirmed that he had progressed this prior to the meeting when he had met with the new Head of Finance. The Chair asked for accounts to be brought to the next meeting.

Action 7 - JT confirmed that enrolment predictions were effectively part of the business planning process and explained the means by which CQM's look at three year trend data for enrolment and achievement and use that data to anticipate enrolments in the forthcoming year. She confirmed that the Executive Team then met in order to approve those numbers and suggested that Governors may want to be invited to that. PT confirmed that yes the Governors should be invited and that he would be happy to attend. Action **agreed** complete.

Action 9 - JT confirmed that an in-year HE student survey would be implemented. In addition she confirmed that an HE Student Council was being developed. Action **agreed** complete.

Action 10 Ongoing

## 2. **GOVERNANCE**

### 2.1 **Receive an update on the recruitment of student members.**

RR explained the process by which student members are recruited; one member is elected from the student body of each campus. This process is overseen by Student Services.

RR confirmed that she had been advised that the student elected for the Easton Campus is Toby Blackburn, he is in the second year of a level 3 Public Services Course and is a residential student. RR confirmed that she had met with Toby and chatted through the role. Toby was happy to proceed.

RR confirmed that the student elected from the Otley Campus is Christopher

Easton. Christopher is in his second year at college having successfully completed a level 2 course in his first year. RR advised that she had only been informed of this today and had therefore been unable to meet with Christopher prior to the meeting.

Governors were reminded that student governors were appointed via a peer selection process but that the Corporation was required to confirm those appointments.

**Resolved:** to confirm the appointments of the student governors Toby Blackburn and Christopher Easton **unanimously agreed by all.**

### 3. **STRATEGIC PLANNING**

#### 3.1 **Monthly KPI Report**

JT presented the KPI Report to members. RG referenced that at this point in the year some KPI's were still not yet in use. He advised that as the census date had now passed retention data would be included in the following reports. A member asked how many students had withdrawn from the college up to the census date, RG noted that these students would not contribute towards to the lagged funding for the 18/19 financial year.

***(Action: RG/MW to confirm the number of students that withdrew from college between enrolment and the census date)***

JT noted that members must consider whether retaining KPI's when there was no meaningful data for them in the current month was useful. It was suggested that those that are relevant are in some way highlighted so governors do not expend time considering KPI's that are irrelevant in the month for which the particular report relates.

***(Action: JT to highlight the relevant KPI's on future KPI Reports)***

Members queried the attendance target. They also queries the current level of attendance. RG advised that whilst he was concerned that this had fallen below 90% this was not unusual in the first six weeks of an academic year. He advised that he had had the opportunity to go through all courses and students with staff to ensure that all learners were on the right courses for them. Data for HASPs was noted. RG confirmed that there were no learners currently prevented from undertaking the work experience because the HASP had not yet been completed.

The KPIs for observations were reviewed. RG explained the process put in place if a grade 3 or 4 was given. He confirmed that this was now being dealt with much more pro-actively by the college and that the capability procedure was being and would continue to now be used. He advised that teaching and learning coaches were being appointed in order to assist raising the levels of teaching of other staff. He also confirmed that Health and Safety was being considered during observations; where learners did not have the correct PPE the lesson was stopped and automatic grade 4 was given for that observation as this stance would be taken by Ofsted and it was important that learners had the proper equipment.

Members queried the way the data for this KPI and other KPI data had been presented in this report. JT and RG noted and accepted that there were inconsistencies and confirmed that these would be resolved prior to the next KPI report. A member queried whether it was the intention for all staff to be observed in an academic year. RG confirmed that all staff would have at least one formal observation in an academic year. He also explained the process of learning walks and direct session reviews that were taking place. These provided valuable feedback but were not graded. If however such sessions revealed concerns then a graded lesson observation would be put in place early. A member sought clarity on who was awarding observations grades. RG explained that they were moderated by a panel in accordance with the CIF and Ofsted handbook. A member queried whether it was the same panel members on each occasion, RG confirmed this to be the case. Members sought further clarity on how TLA could improve to the required level throughout the college based on the number of observations done to this point in the academic year. RG re-iterated that learning walks and direct session reviews were also taking place. The evidence from those also went to the review panel. He also emphasised the role of CQM's in ensuring quality of teaching and learning in their areas. A member highlighted the difficult nature in which the data had been presented and requested qualitative data in the notes as well as confirmation as to what was being done where problems were being highlighted, this would enable the Board to add value. A member queried if HE teaching was included in the observations. RG confirmed that this was included in the learning walks and the direct session reviews. A member expressed their concern about the number of graded observations undertaken and that they had no way of measuring the number of learning walks and direct session reviews from the data in the KPI report. RG confirmed that he could bring the number of learning walks and direct session reviews as well as the graded observations into the KPI's. Members felt this would be a very useful addition to the KPI report and also useful at CRS committee.

***(Action: RG to include reference to the number learning walks and direct session reviews in KPI's and when reporting to CRS Committee)***

Attendance at HE was noted to be at 85%, a member asked whether this was of concern. RG confirmed that students had been effectively enrolled onto elective sessions that they had suggested that they wished to take were not yet taking. This was impacting attendance at HE. In addition some mental health issues and issues with working students had been impacting the data. He confirmed that these issues were now being resolved. Students that had been unable to attend were being kept up to date via video link.

When reviewing the apprenticeship KPI's it was noted that the off-the-job training had been an issue at the Ofsted inspection. A member queried whether getting this to 100% was achievable. JT confirmed that in her opinion this was. The member asked how quickly this could happen JT confirmed that she would look at that and when the monitoring was taking place.

***(Action: JT to report on the monitoring of off-the-job training)***

AD confirmed that as positions became vacant within the college they were being reviewed by the Executive Team to ascertain whether they could remain unfilled or whether they could alternatively be filled by an apprentice in order to achieve a saving before any vacant positions were advertised.

Members reviewed the financial KPI's. MW stated that next month's data would

show further impact noting that achieving savings whilst increasing quality remained a challenge. A member queried the meaning of work load efficiency and the percentage stated for that KPI. He asked if that percentage equated to the percentage of contracted hours that teaching staff members were teaching for. MW confirmed that the statistics were based on the previous year's curriculum business planning but removal of remission had had an impact on staff efficiency as measured by this KPI. Members queried the contribution required from each area and asked if this was consistent or whether there was disparity between the curriculum areas. MW confirmed that there was inconsistency and a report on contribution rates had been requested by the Strategic Finance Committee and would be taken to their next meeting. A member asked if staff could be utilised in other ways in order to increase contribution rates. MW confirmed that CQM's have been asked by the end of the current week to confirm how additional income can be generated for January starts by using that resource. RG confirmed that some outstanding staff were now being used as teaching and learning coaches. A member queried the note in the KPI's relating to professional advice for business planning. MW confirmed that this was needed to ensure that this was correct as it had a fundamental effect on the college's financial position moving forward. A member noted that if the decrease in the staff salaries as a percentage of income was to hit the required target in three years a down turn would need to be seen sooner rather than later.

#### **QUALITY RECOVERY**

4.

4.1

##### **CRS Committee**

PT, the Chair of the CRS Committee, provided feedback from the previous meeting the informal meeting notes were included in the Corporation papers, PT noted that the meeting had not been quorate. He advised that slippage had been noticed on some of the actions in the CRS, some with justifiable reason. He emphasised the need for the actions to get back on track within the next month to ensure that targets were met in a timely fashion. He confirmed that following the first meeting it was now envisaged that when the CRS meets, on a four weekly basis, its Agenda will be split between reviewing the CRS targets by exception and looking at the top level issues that have been identified by OFSTED and the FE Commissioner for a more strategic oversight. In addition he confirmed that he had met with the other members of the committee prior to the Corporation Meeting and they would like to add in a December date in order to review 19+ provision.

***(Action: JT/RR to schedule additional CRS date in December)***

4.2

##### **Review of CRS Version 11**

JT took the Corporation through the up dated CRS. She confirmed that the FEC recommendations had now been added where applicable.

Members discussed the use of RAG rating within the CRS, noting that even if an action is on course to be completed within the time scale it remains red. JT confirmed that the use of RAG rating within the report had been discussed with members of the CRS and that on this occasion RAG rating was not being used to show progress but rather impact. An action was therefore not being shown as green if no impact had yet been achieved. Members were concerned that their attention was not being drawn to where it needed to be and that the RAG rating would need to be reviewed.

*(Action: JT to review RAG rating)*

4.3

#### **Report from Landex on support given to SAR process**

JT reminded Corporation that in order to maintain the Landex membership post the grade 4 Ofsted inspection outcome Landex had offered, and the college was required to accept, ten days of support. She confirmed that so far that support was proving extremely useful. The report contained with the papers represented two days of support received in order to validate various SARs. Following the input those SARs had been refined before CQMs had reported into the final SAR process. JT confirmed that both PT and PR had attended the SAR meetings with CQM's and had provided robust challenge. PR confirmed that he felt that the Landex support had contained good points noting that when CQM's had presented to the SAR validation panel some had been good and some had needed to work on those SAR's a little further. PT noted that the report highlighted areas of weakness within middle management. The Chair asked if there would be any monitoring and follow up of those CQMs, RG confirmed that this was in progress. JT confirmed that the work had been completed by the CQM's and fed into the SAR validation panel. Based on that work she was now writing the college SAR. A member queries what further opportunity there would be to review the SAR. JT confirmed that this would come to the Corporation for approval. She also noted that this would be a matter for discussion with Ofsted during monitoring visits. The need to ensure that the SAR reflected the previous academic year and that the progress made in the 17/18 year was reflected separately to demonstrate that progress made was noted.

4.4

#### **Apprenticeships**

The data brought to the Corporation some months ago has now been benchmarked as the sector data has been released. It was noted that the college had attained the highest overall satisfaction data in Norfolk and Suffolk and the second highest overall in land based colleges. Members noted the considerable progress made since the previous years' survey. The Chair requested confirmation that this would now be marketed positively, JT confirmed that this would be done, he also asked that the thanks of the Board be given to the team responsible for the commendable outcome.

5.

### **FINANCIAL RECOVERY**

5.1

#### **Strategic Finance Committee**

GP directed members' attention to the minutes contained within the meeting pack. He confirmed that the first meeting of the Committee had concentrated on oversight of the financial aspects of the CRS. GP and MW updated the Board on the ongoing negotiations with the banks.

GP confirmed that prior to the Corporation meeting he and the Chair had attended the post audit feedback meeting with MW and JT. The meeting had been positive and GP thanked MW and his team for the work out into the audit.

5.2

#### **Audit SAQ**

A member raised a query in relation to governors' expenses as referred to on

page 9 of the questionnaire. It was noted that payment of governors' expenses needed to be added. Subject to that amendment members agreed the responses given to the Regularity Self-Assessment and the Audit Questionnaire.

**Resolved:** to agree the Regularity Self-Assessment and the Audit Questionnaire.  
**Unanimously agreed by all**

### 5.3 Management Accounts for September

MW took members through the Management Accounts. He confirmed that there were no material changes to bring to their attention. A governor asked for confirmation of the number of students on roll. MW confirmed this. He also confirmed, as highlighted earlier in the meeting, that he would advise members of the number of students lost from enrolment to the census date.

### 5.3 Health and Safety Report

JT took members through the report in the absence of CN.

It was noted that this report had been prepared in response to the discussion at the previous Corporation meeting when members stated that they would like a report on the number of health and safety incidents to come to each Corporation meeting, with termly reports providing a breakdown of trends and incidents.

Two RIDOR incidents were highlighted. It was also noted that there was 66 non-RIDOR incidents reported at Easton and 14 at Otley. Members raised queries on the data supplied; the data supplied lacked context in terms of the nature of the incidents and the bench marking of the number of incidents. Members also noted the imbalance of incidents between the two campuses and asked for the reasons behind that.

A discussion took place on the need to report confidential health and safety matters to members outside of meetings as such incidents arose. The Chair highlighted that the Board had a duty of care to staff and students in terms of Safeguarding and Health and Safety and that he was anxious to ensure that this duty of care was upheld. To do that he expressed the view that it was essential that members were kept up to date within the bounds of confidentiality appropriate to any particular incident. He requested that high level data be supplied to members as appropriate. The need to ensure that any external messages were communicated from the Board was also considered. JT reflected on this saying that the procedure would be re-considered in light of the incidents raised. She also recognised the need for LB, as Safeguarding Governor, to be made aware of all such incidents in college.

***(Action: JT to reflect on the processes followed in the light of recent Health and Safety and Safeguarding incidents and to report back to the Board on the processes to be followed in future.)***

A member also highlighted the need for governors to be able challenge appropriately on the data supplied. To do that governors need to know how Health and Safety incidents have occurred, what changes have been implemented and lessons learnt. The next Report should contain that data as requested at the previous Board meeting.

6.	<p><b><u>OUTCOMES</u></b></p> <p>Members received a report on the final 2016/17 FE and WBL achievement results from RG. The overall achievement rate was noted. A member reflected that this was below the achievement rate that had been predicted during the Ofsted inspection but he noted that he was heartened that processes within the college had changed in the current academic year.</p>
7.	<p><b><u>SAFEGUARDING</u></b></p> <p>It was noted that the Landex Report following the visit to the College in October would come to the next Board meeting.</p>
8.	<p><b><u>FEC INTERVENTION</u></b></p> <p>The Chair confirmed that the factual amendments put forward by the College had all been agreed by the FEC team and were incorporated in the report. It was noted that both the letter and report contained positive language reflecting on the progress the college was making. He confirmed that he and JT were now working on a reply and that this would be circulated to Corporation members when completed.</p> <p><b><i>(Action: JT/MP to circulate response to the Minister to Corporation members)</i></b></p> <p>The Chair confirmed that the FEC team, although not the FEC himself, would return to the College for an intervention visit in January. This is the fact that the FE Commissioner himself does not wish to return is seen as a positive signal that he sees progress is being made.</p> <p>GP reflected that he had attended the staff meeting prior to the Corporation meeting when RG had advised staff of the letter and report and told them that they would be advised when this published. He thanked RG for the way that this information had been communicated positively to staff.</p>
9.	<p><b><u>AOB</u></b></p> <p>None</p>
10.	<p><b><u>Date of the Next Meeting</u></b></p> <p>The next meeting will be held on Wednesday 6<sup>th</sup> December 2017 at 6.00pm at the Easton campus</p> <p>The non-confidential meeting was closed by the Chair at 19.55</p>