

# EASTON&OTLEYCOLLEGE CORPORATION

Non-Confidential Minutes of the meeting of the Corporation held on 28<sup>th</sup> March 2018 commencing at 5.00pm in Room JB031, Easton, Norfolk

## **Present**

S Coby	<b>SC</b>	Independent Member
M Coleman	<b>MC</b>	Independent Member
S Dinneen	<b>SD</b>	Independent Member
C Hard	<b>CH</b>	Staff 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
F Ross	<b>FR</b>	Independent Member
S Ruddock	<b>SR</b>	Independent Member
R Sheasby	<b>RS</b>	Independent Member
S Sinclair	<b>SS</b>	Staff Member (from item 1.3)
J Townsend	<b>JT</b>	Principal
P Thirkettle	<b>PT</b>	Independent Member
J Whyman	<b>JW</b>	Independent Member

## **In Attendance**

J Cook	<b>JC</b>	Interim Vice Principal - Finance
R Goodman	<b>RG</b>	Deputy Principal
C Nix	<b>CN</b>	Director of Estates
R Robson	<b>RR</b>	Director of Governance

*The formal meeting agenda was preceded by a presentation from Karen Adriaanse (KA), NLG, on developing governance at Easton and Otley College (presentation slides in the minute book).*

*A further presentation on marketing was then given to the Board, details of this and the following discussion are recorded in the Confidential Minutes.*

<b>1</b>	<b><u>PROCEDURAL MATTERS</u></b>
<b>1.1</b>	<p><b><u>Apologies</u></b></p> <p>The Chair welcomed Shirley Sinclair, Sandy Ruddock and Fiona Ross to their first Corporation meeting.</p> <p>Apologies were received from Louisa Butcher, Bob Feltwell and David Nunn.</p>
<b>1.2</b>	<b><u>Declarations of Interest</u></b>

The following declarations of interest were received:-

- GP in relation to RNAA
- DR in relation to Tex Holdings Ltd
- MP in relation to University of Suffolk
- PR in relation Morley

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

### 1.3 **Appointment of New Members**

RR confirmed that an election for a new staff member for the Easton campus had taken place. Five staff members had been nominated to stand and the person who received the most votes was Shirley Sinclair. The Corporation **confirmed** the appointment of Shirley Sinclair.

RR advised that neither of the student governors that had been appointed at each campus were responding to emails or making contact with a view to attending meetings. As neither had attended a meeting in this academic year the Corporation **agreed**, in accordance with Standing Orders, to terminate their membership. To ensure learner voice at the strategy day event Phoebe Russell, peer elected President of Student Council at Easton had attended. Phoebe contributed well and the Corporation therefore **confirmed** Phoebe as student governor for the Easton campus to the end of the academic year. RR confirmed a new process would be in place for the start of the 2018/19 academic year.

MP advised that members of the Search and Governance Committee had interviewed Tim Barker with a view to Tim supporting the Board. The recommendation of the Committee was that Tim be co-opted to the Strategic Finance Committee (SFC) for the remainder of the academic year (SFC TOR to be amended to include a co-opted member), the Corporation **confirmed** the appointment of Tim Barker as a co-opted member of the SFC.

[**Action** – GP to contact Tim Barker in advance of the next SFC meeting]

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

The Minutes of the meeting held on 24<sup>th</sup> January 2018 were confirmed as a true record of the meeting for signature by the Chair.

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

The open action tracker was reviewed:

- 1.11.17 Action 2 - Agreed to **remove** from Corporation action tracker and pass to CRS Committee
- 1.11.17 Action 5 - JC confirmed that work had been done but that the accounts were not yet ready to bring to the Board. Action ongoing.
- 24.1.18 Action 1 - Destinations report on this agenda. Action **agreed** complete.
- 28.3.18 Action 1 - JT confirmed that training had been arranged. Action **agreed** complete

28.3.18 Action 2 - Target line on KPI amended. Action **agreed** complete  
28.3.18 Action 3 - Papers circulated to members. Action **agreed** complete  
28.3.18 Action 4 - SAR circulated to members. Action **agreed** complete  
28.3.18 Action 5 - Holistic Assessment on this agenda. Action **agreed** complete  
28.3.18 Action 6 - New members advised of appointment. Action **agreed** complete

## **2** **PRINCIPAL AND CEO REPORT**

**2.1** JT drew members' attention to the new style KPIs included at the end of the Report, noting that KPIs would be rewritten to this format.

Questions on the Report were invited. A member asked why appraisals were not being completed. JT noted the pressures within the organisation but stressed that completion of appraisals was a priority and was being actively progressed. Managers not completing had been identified and this was a compliance issue. JC advised that this was to be the subject of an internal audit which would provide an external review of the system. A member asked if there was any correlation between non-completion and those staff not performing at inspection. JT and RG advised that there was no evidence of that. The need to emphasise the priority of appraisals and to ensure the purpose of outcomes.

*[Action – appraisals for quarters 1 and 2 to be 100% by April Board]*

A member asked for the structure chart to include names of post-holders

*[Action – JT to add post-holder names to structure chart]*

JT confirmed that the tier 5 restructure was underway, unions have been consulted. A member queried this in relation to a department at Otley.

*[Action – JT to ensure no issue with communication with union]*

JT confirmed that JDs and salaries would be reviewed after the completion of the restructure. A member asked why this was necessary. JT confirmed the existence of inconsistency across the College and a need to ensure that staff remaining with the College feel valued, JT reflected on future recruitment and retention.

JT advised members of the use of the 'War Board', MP requested that this was shared with members.

*[Action – JT to share War Board]*

Members were pleased to note the new collaboration with Ben Burgess and the student successes recorded in the Report.

## **2.2** **KPI Report**

The KPI Report was reviewed. JT confirmed KPIs to be reviewed in summer term in preparation for 2018/19.

*[Action - JT to arrange a KPI review group to review and update KPIs in preparation for new academic year]*

A member queried the reasons behind the 5 recorded HE withdrawals. RG to report to the next meeting.

*[Action – RG to confirm reasons behind withdrawal of 5 HE students]*

A member enquired as to the reasons behind staff recorded as long term sick. JT confirmed that these were not work related issues.

### **3. SURVIVAL AND GROWTH**

#### **3.1 Strategy Day Follow-up**

##### **3.1.1 Governor Pledges**

Pledges made by governors at the strategy day were reviewed.

MC – confirmed he had noted some shared modules in HE provision. Further meetings with Diana Keyzor and new HE lead when appointed to follow.

JW – noted that the CRM contains 3000 contact details. JT suggested that he and SR meet with Louise Wicks to agree how to use.

*[Action – JW and SR to meet with Louise Wicks to review way forward with governor support for use of CRM]*

MP thanked PR for his report on land based provision (with papers for item 3.1.2). SR – confirmed that she had promoted the College with food and drink industry contacts.

DR – confirmed promoting with Suffolk Chamber contacts

MP – confirmed that both he and LB had attended the student council conference and had had good challenge from and discussion with the students.

##### **3.1.2 Land Based Provision in Norfolk and Suffolk**

MP reflected on the upcoming FEC visits and the potential outcomes from those.

In addition to the steps being taken on quality and finance members considered the need for a strategic review of land based provision and the requirements of stakeholders. External support with this was discussed. JC highlighted the need to ensure that procurement processes were adhered to. It was **agreed** to establish a task and finish group to take this work forward (MP, JT, JC, RR, PR, and FR) and to report back to the Board on the best way forward.

*[Action – RR to progress a meeting of the task and finish group]*

*[Action – PR to make contact with potential external consultant]*

##### **3.1.3 CRM**

Discussed in 3.1.1 above.

#### **3.2 Financial Strategy**

##### **3.2.1 Audit Committee Feedback**

Feedback noted. JW highlighted the internal Audit scheduled on GDPR in May.

##### **3.2.2 Strategic Finance Committee Feedback**

Feedback noted. GP confirmed next meeting on 11<sup>th</sup> April. Committee to closely

monitor restructure progress.

**3.2.3 February Management Accounts**

JC highlighted the excellent work by the management accountant to produce the monthly accounts and to develop the changes in format being sought to lead clearer accounts moving forward. He confirmed the accounts did not yet include the estimated costs of the restructure. Costs would depend on the profile of staff leaving the organisation. Members were updated on the estimated end of year outcome. The need to increase recruitment and decrease pay costs was emphasised.

**3.2.4 Non-Pay Costs**

JC presented the Report. The need to make non-pay cost savings was noted, JC confirmed that this would be included in the budget planning process. He advised that he had arranged to meet with the CPC, a purchasing consortium in the FE sector with a view to use their services to reduce cost.

**3.3 Quality**

**3.3.1 CRS Committee Feedback**

Feedback noted.

**3.3.2 Ofsted Monitoring Visit**

Members noted the outcomes of the visit. The specific issue that caused concern late on day 2 and impacted the Safeguarding outcome was discussed. Problems with individual staff members was noted. The compliance issues coming out of the inspection were considered. A member asked what would happen next. RG confirmed that the Report would be published and that Ofsted would return before the end of the academic year. In the meantime RG would produce an action plan to ensure that all aspects drawn out by the Report were followed up.

*[Action – RG to share Ofsted action plan with the Corporation at the next meeting]*

**3.3.3 Destinations Report**

Members noted the positive outcomes for students in the Report.

**3.2.4 HE Widening Participation Report**

Members received and noted the Report.

**3.2.5 Holistic Assessments**

It was agreed that this presentation would be taken at the next meeting of the CRS Committee.

**4. GOVERNANCE**

4.1

**Link Governor Reports**

Reports received from link governors were received. The reports have been passed to JT/RG who confirmed that the points raised were being followed up.

5.

**SAFEGUARDING AND HEALTH & SAFETY**

5.1

**Safeguarding**

The Reports for the year to dated were received and reviewed. CN confirmed that the issues coming from the Ofsted visit were being followed up and a further report would come to the next meeting.

5.2

**Health & Safety**

The Health & safety update Report was received and reviewed.

6.

**AOB**

MP advised the Corporation of the sad death of the former Easton College Chair of Governors. MP advised that he had written a letter of condolence to Mrs Bradley on behalf of the Corporation. GP confirmed that he had attended the service.

**Date of Next Meeting**

Wednesday 25<sup>th</sup> April 2018 at the Otley Campus at 5.00pm

The non-confidential meeting was closed by the Chair at 21.40pm