



Minutes of the Corporation Meeting held on

Tuesday 17 October 2017 at 5.00pm

Held at the Henley Campus, Meeting Room 1

Present: Carl Pearson (Chair)
 Jasmine Baguley
 John Barrett
 Lee Barrett
 Ashley Boon
 Peter Brammall
 Stuart Brand
 Anne Brennan
 Dave Busst (part)
 Chris Cooper
 Stewart Fergusson
 Chris Hinde
 Peter Matthews
 Tony Minhas

In Attendance: Sharon Dowling, Vice Principal, Curriculum and Learning Standards
 Clare Hatton, Assistant Principal, Employer Engagement and Growth
 Sue Hopewell, Head of Quality and Development (item 13 only)
 Jo Lawrence, Assistant Principal, Student Experience
 Mark Payne, Vice Principal, Finance and Resources
 Elise Scotford, Clerk to the Corporation
 Debbie Wright, Assistant Principal, People Services

The meeting started at 4.05pm

		Action
1)	<u>Apologies</u>	
	Post meeting apologies were received from Charlotte Bosworth.	
2)	<u>Declaration of Interests</u>	
	There were no declarations of interest.	
3)	<u>Governor appointment: Student Governor - City Campus</u>	
	Governors approved the appointment of Jasmine Baguley as Student Governor, City campus, for a term of office of one year.	
4)	<u>Minutes of the previous meeting - 5 September 2017</u>	
	The minutes were agreed as a true and accurate and were signed by the Chair.	
5)	<u>Matters Arising</u>	
	There were no matters arising.	
6)	<u>Chair's Action</u>	
	There had been no Chair's action.	
7)	<u>Appointment of new Chair of the Corporation</u>	
7.1	The Clerk advised that a thorough and robust recruitment process had taken place with the support of a recruitment agency. Two strong candidates had been shortlisted to be put	

	forward for interview. The interview process had taken place over 2 days on both campuses with various groups represented: SLT, students, Clerks and Governors. This had culminated in a final interview with a group of Governors and the Principal. The Principal and members of the interview panel outlined the background, skills and experience of the proposed candidate. They explained the value her abilities and approach would bring to the Board.	
7.2	Governors approved the appointment of Sue Noyes as Chair of the Corporation for a term of office of 2 years with effect from 1 January 2018 and, by virtue of this appointment, as a Governor for 4 years with effect from 1 January 2018.	
7.3	Clerk to write to confirm the appointment.	Clerk
7.4	An induction programme was planned. Invitation to be extended to Ms Noyes to attend the next Corporation meeting as an Observer and the December Strategy Day.	Clerk
7.5	Handover with the outgoing Chair to be arranged.	Chair
8)	<u>Minutes and Reports of Corporation Committees</u>	
8.1	Audit Committee - 18 September 2017	
	The minutes were taken as read. The meeting had covered: appointment of Committee Chair, appointment of Internal and External Auditors; external audit letter of engagement; and the Committee's annual plan of business.	
9)	<u>Principal's Report</u>	
	The Principal presented his report which informed Governors of key organisational, and quality developments, financial, work on external perspective and initial engagement activity. Key points highlighted included:	
9.1	The middle management team structures were being finalised before the restructuring process took place. Consultation with the unions begins after half term.	
9.2	Middle managers and SLT will be meeting on 18 October to begin to look at the Strategic Plan.	
9.3	Methods of embedding improved communication and staff engagement are an area of focus.	
9.4	Quality - both campuses saw a significant improvement in their overall achievement rates including English and maths. The gap had increased even further in the College's favour as national averages have dropped. Thanks expressed to staff for all their hard work. One extra day's holiday had been given to staff as a gesture of goodwill.	
9.5	Finance - the College is ahead of plan in cash and P&L. Focus is on achieving targets.	
9.6	External activity is underway. PB is working to understand the environment and how to expand and grow the College's reputation.	
9.7	PB outlined an emerging concern regarding the College's lack of presence on the employer agenda.	
9.8	DfE guidance note on Institutes of Technology development highlighted for Governors' attention.	
9.9	Governors pointed out that at the recent Open Evening the new descriptors did not match the panels in the room leading to staff concern that they were delivering inaccurate information to students. The Assistant Principal, Employer Engagement and Growth, apologised but stressed that the curriculum teams had been involved in the workshops held to discuss the offer and the approach, and had helped develop the narrative. The Principal accepted that staff would normally be involved in the discussions at an earlier	

	stage. The wording would be resolved for the next Open Evening in January.	
9.10	Governors offered to help position the agenda and raise the profile of the College to dispel any negative image which might be in place. The Principal said that the first step was for the College to be clearer on where it stood with its curriculum offer.	
9.11	Governors pointed out that the City of Culture bid included an invitation to young people to be involved. This could be a platform on which the College could establish itself with other Warwickshire colleges. The Principal confirmed that the College was to be one of the backers of the bid.	
9.12	Governors suggested that the Strategy Away Day include a session on the City of Culture bid.	Principal
9.13	Governors advised that the Positive Youth Foundation was keen to make links with the College.	
10)	<u>KPIs 2016-17 and 2017-18</u>	
	The Vice Principal, Finance & Resources, presented the new format KPIs. The layout and its likely evolution were outlined and targets explained. Key points highlighted included:	
10.1	The first detailed scrutiny of the KPIs would take place at the next round of committee meetings for reporting back to December's Corporation meeting.	
10.2	The Vital Signs sheet includes the main KPIs which would affect the future of the business.	
10.3	The KPIs will be updated monthly. The links between the vital signs and the KPIs will guide where scrutiny needs to be focused.	
10.4	The Chair pointed out that the committees should closely scrutinise the outcomes of the actions they had previously identified with an update being given to Corporation. Governors will need to know what action has been taken to address any areas identified as requiring attention. This will enable the Board to determine its focus.	
11)	<u>Financial Monitoring Report</u>	
	The Vice Principal, Finance & Resources, presented the Financial Monitoring report. Key points highlighted included:	
11.1	Update on 2015/16 outturn - an audit of the accounts was completed, only minor technical issues were highlighted and there were no major issues to report.	
11.2	<p>One piece of work was outstanding, namely the provision for restructuring costs which will be incorporated into the 2016/17 accounts. The appropriate amount was still to be decided but was anticipated to fall between £500k - £1 million. The reported figures for Henley College for 2016/17 will include that provision.</p> <p>Governors asked why the cost could not be spread across the accounts of the 2 former colleges. The Vice Principal, Finance & Resources, explained that was because City College was not a going concern as it had dissolved and hence was not in a position to make a provision for the forthcoming restructure. This was the essence of the guidance provided by the College auditors.</p> <p>Discussion took place regarding Governors' concern that this amount would be shown wholly in Henley College's accounts. The Vice Principal, Finance & Resources, reassured Governors that the views expressed would be taken into account and the matter referred again to the auditors to determine the optimum, legally compliant, way forward.</p>	
11.3	Update on 2017-19 financial forecast - the brief summary of the index which the ESFA uses to gauge the financial health of the College was incorporated for transparency so Governors can see the start point for the new College's financial position. The rating will become 'Good' once one-off costs have been made.	

11.4	Governors referred to the inflation rate at 3% being higher than modelled in the pay and non-pay figures and asked if its impact on the College and its financial health had been assessed. The Vice Principal, Finance & Resources, advised that the position had been adopted that inflation rises would be absorbed into the budget. Only marginal inflation increases had been assumed for staffing. The overall impact of the harmonisation restructure, delivering the merged college entity, and interest rates for the significant loan now held by the College, would be the most important issues.	
11.5	Early indicators of income prospects - all the data is not yet available. The report includes a narrative of the current enrolment position. Some of the enrolment targets are looking challenging to meet but the final picture is not yet known.	
11.6	Adult funding - an assessment of enrolments against the full year funding allocation is underway. Once completed and the extent of any 'gap' identified, the College may want to sub-contract out provision to achieve its target; should this be the case, the intention is to use existing agreements with sub-contractors: Stadium TM, Learning Curve and Primary Goal.	
11.7	Apprenticeships is a more complicated income stream than others. The apprenticeships budget is £1.9 million, with £1.2 million so far achieved with £700k to deliver. The Assistant Principal, Employer Engagement and Growth confirmed the analysis in the paper which outlined how pipeline, rollover and pre-contract starts was expected to equate to £1.987 million by year-end. There were other opportunities to explore too and the Principal confirmed that the intention was to bolster the College's sales function, so these additional prospects were expected to add to the overall delivery figure. Update to be given to the next Corporation meeting.	PB
11.8	Local Government Pension Scheme deficit - the College was offering security to the pension fund which would save in excess of £300k per year with a completion date of 31 December 2017. This would, however, mean that the security used would not be available for other means in the future.	
	Meeting adjourned at 5.25pm	
	Meeting recommenced at 5.35pm	
12)	<u>Strategic Plan (incl. Curriculum Strategy)</u>	
	Verbal update given by the Principal on the compilation of the Strategic Plan. The Plan should be well developed by the Governors' December Strategy Day. The vision and mission of the emerging college is to be revisited. Volunteers have been welcomed from across the organisation to form staff focus groups. The areas of focus were initially believed to include: ideas for growth for new apprenticeship routes and commercial businesses to allow the College to develop new revenue streams; and a review of the College's entry routes into HE. These will form part of the December Strategy Day agenda. The Strategic Plan will be backed up by detailed business plans and give a clear idea of how the curriculum offer will develop.	Principal
13)	<u>Annual Learner Voice Report - City College Coventry</u>	
	<i>(Governors were advised that Henley College's Annual Learner Voice Report had been reported to its Standards Committee meeting in May 2017 and to its Corporation in July 2017).</i>	
13.1	Sue Hopewell, Head of Quality and Development, presented the report for City College Coventry which informed Governors of the First Impressions Survey, the FE Choices Survey and Complaints and Compliments. Key points highlighted included:	
13.2	The pre-entry intake interviews had been positively received and had a direct impact on the College's achievement.	
13.3	The induction programme had been reviewed and improved.	

13.4	The First Impressions survey will be run again after half term. The key focus will be: improvement of teaching and learning; punctuality and attendance; learner disciplinary process.	
13.5	FE Choices survey - 8 key questions were used including a benchmarking question. Lessons had been learnt that a 3-week window to capture the data was insufficient.	
13.6	Several recommendations had arisen as a result of the survey and were outlined by the Head of Quality and Development.	
13.7	The Head of Quality and Development advised that an end of year survey was being planned. A new format questionnaire will be compiled integrating the best of both previous surveys.	
13.8	Governors asked what action was planned to tackle the areas where dissatisfaction had been expressed by students, as a number had commented they were not happy with their course. The Head of Quality and Development advised that the issues had been highlighted in the FE Choices survey. Further informed feedback had been gained from the "Have Your Say" initiative where specific areas of dissatisfaction had been identified and brought to the attention to the relevant curriculum areas.	
13.9	Governors noted that learners had stated they did not feel they had a voice. JL advised that CCC had realised from questions and feedback that it had not done enough previously. CH said that ILPs and target setting would be used at both campuses. The Principal pointed out the need to be aware of learner voice issues on a real-time basis and the use of social media and apps was being explored. This matched Governors' suggestion that smaller and more frequent surveys be constructed.	
13.10	Governors queried the Investigation Officer role. The Head of Quality and Development advised that the person appointed to that role would be outside the area of the complaint, e.g. other Heads of, Directors or Curriculum Managers.	
13.11	Governors observed that there was a need to better quantify the comments that students would not recommend the college. The Head of Quality and Development advised that several surveys ran throughout the year which helped the college to respond to learner views and their views helped to inform the curriculum design.	
14)	<u>Enrolment update</u>	
14.1	The Vice Principal, Curriculum and Learning Standards, gave a verbal update.	
14.2	A more accurate picture will be known post Day 42. Update to be circulated to Governors when known by the Vice Principal, Curriculum and Learning Standards.	VP, C&LS
14.3	See also points 11.5-11.7.	
15)	<u>Achievement update</u>	
	The Vice Principal, Curriculum and Learning Standards, tabled the most up to date information which highlighted individual and combined college achievement rates for 2016/17. Key points highlighted included:	
15.1	City College had seen an overall improvement of 15% in English, maths and Functional Skills to 1% above national average, with Henley College seeing a 19% improvement, meeting national average. Both colleges had similar issues around English and maths.	
15.2	Overall GCSE rates reached national average, with increases of 2% and 3% respectively for City and Henley.	
15.3	The areas of focus were 19+ and English and Functional Skills. At City, the Construction department, although it had achieved an increase of 19% to 74%, was still 8% under national average.	
15.4	At Henley, Computing (including English and maths) had increased by 17%. Foundation	

	Skills (including English and maths) had increased by 23% to 4% above national average.	
15.5	Apprenticeships was an area of concern for both colleges, although had improved and were above Minimum Standards.	
15.6	<p>Governors asked how the improvements in English and maths had been made. The Vice Principal, Curriculum and Learning Standards, explained that they had been as a result of the strong interventions put in place and were a credit to the teams involved.</p> <p>Governors asked how confident the College was that it could maintain and improve these standards this year. The Vice Principal, Curriculum and Learning Standards, said she was confident and was already putting other actions in place. Positive training was planned with the areas which needed to improve. This would fit the new training cycle and staff development. Advanced Practitioners had been allocated to the areas of concern.</p> <p>Governors recognised that the College was successfully addressing this area which had been highlighted as a concern by Ofsted.</p>	
16)	<u>Quality update</u>	
	The Vice Principal, Curriculum and Learning Standards, gave a verbal update on quality. Key points highlighted included:	
16.1	Feedback from the recent Ofsted meeting had revealed that the new College would be treated as a new college so had no Ofsted grade and would therefore be inspected within 3 years. The timing would be dependent on a number of risk factors. The College was unlikely to be treated as multi-campus as the 2 campuses were located so close to each other.	
16.2	Ofsted support and challenge would continue to be provided by Victor Read. Mr Read had advised that the Ofsted framework was due to be changed in 2019 with a possible downsizing of the framework. Ofsted would take a new viewpoint on apprenticeships.	
16.3	<p>Governors asked what the College was doing to ensure its attention was not distracted from providing the best support and experience for students to achieve. The Principal explained that processes had already been put in place to ensure quality teaching and interventions would be used when necessary.</p> <p>Governors were keen that teachers should feel valued in their role. The Principal explained that the College would be supportive whilst having high quality expectations. Further detail on teaching standards would be taken to the Standards Committee for review.</p>	
16.4	The Vice Principal, Curriculum and Learning Standards, advised that meetings were planned to analyse the progress of every student. The College had amalgamated last year's action plans from both colleges and training would target the areas highlighted. An enhancement of the School Improvement Review process was planned which was part of the ongoing focus on teaching and learning.	
16.5	The draft College SAR would be taken to the November Standards Committee meeting and would be moderated thereafter. The final College SAR would be taken to December's Corporation meeting.	
17)	<u>Link Governors</u>	
17.1	The Principal advised that the Link Governor Scheme would continue. It had been a practice used by both previous colleges. Updated list to be circulated by the Principal.	Principal
17.2	Governors reminded that the last Ofsted inspection had highlighted a lack of Governor challenge and asked if Henley's previous format for Link Governors would continue as they found the suggested questions provided a useful structure for their Link Governor visits. The Principal recognised the need to ensure the Board was presented with an honest view of the areas for improvement by managers with further in-depth analysis being carried out by the sub committees. Part of the scheme was to ensure individual Governors developed	

	their own understanding of the College, hence better equipping them to fulfil their scrutiny role independently. The Vice Principal, Curriculum and Learning Standards, suggested Governors would be provided with baseline information prior to their link visits which would enable open and honest dialogue to take place.	
17.3	The Chair suggested that the role of Link Governors be included in the Strategy Day agenda.	Principal
18)	<u>Safeguarding - annual reports</u>	
18.1	<u>City College</u> The Assistant Principal, Student Experience, presented the annual report for 2016-17. Key points highlighted included:	
18.1.1	Confidential update given of the review undertaken which had identified an area of focus: to raise the standards and expectations for staff.	
18.1.2	There had been an increase in the number of weapons being brought into the College. Regular stop and searches were in place and the relationship with West Midlands Police had been increased. Tutorials were run on the dangers of knife crime including presentations by the families of knife crime victims. The College had a zero tolerance to weapons.	
18.1.3	There had been an increase in students enrolling with prohibition orders, i.e. on bail or youth offending orders restricting their access to young people. Unfortunately, some students had already been enrolled by the time the College had been advised by Social Services. Learning Support Assistants had been allocated to them at all times. By the end of the academic year their orders would have expired.	
18.1.4	Significant issue in Performing Arts with a teacher experiencing severe harassment from 2 students. The students had been excluded, banned from the campus and had received a formal warning from the police.	
18.1.5	Drugs were a growing issue around the campus. Steps were in place to work with students to advise them of the dangers of drug use.	
18.1.6	A young female student had been arrested for terrorist activities. The College had worked closely with anti-terrorist police. The College had reviewed its procedures against the Prevent agenda.	
18.1.7	Resulting actions from the areas of concern highlighted included: improved entry security at City Campus; risk assessments in place to address the areas identified. It was noted that significant investment would be needed to address the open access issue at City campus as it created safeguarding and logistical problems. The Principal advised that this was a subject for debate and decision by SLT. Some Governors were keen that the benefits of open access were not lost alongside improving security.	
18.2)	<u>Henley College</u> The Assistant Principal, People Services, presented the annual report for 2016/17. Key points highlighted included:	
18.2.1	Training had been held during the year to update staff and Governors on changes to statutory guidance around safeguarding.	
18.2.2	There had been an increase in the number of referrals of L4 learners at risk of significant or immediate harm, particularly around mental health.	
18.2.3	There had been a concerning increases in the number of referrals related to: child sexual exploitation; those in danger of radicalisation; FGM.	
18.2.4	Confidential update given regarding an allegation against a staff member and the action taken.	
18.2.5	Current developments were focused on extending the tutorial programme to include a wider range of safeguarding content e.g. knife crime, hate crime and radicalisation.	

18.2.6	The College had extended its representation on local boards.	
18.2.7	The Ofsted inspection had given constructive feedback regarding safeguarding arrangements. The inspectors had identified in colleges nationally a need for learners to better articulate their understanding of radicalisation and extremism.	
18.2.8	Governors pointed out that mental health was an area which had been identified as a local and national issue and would form the single agenda item for the Warwickshire Headteacher's Autumn Conference.	
18.2.9	Both colleges had shared their safeguarding information.	
18.3	<u>Safeguarding Policy and Procedure</u>	
18.3.1	The policy and procedure was a combination of the previous 2 colleges' versions and included the most up to date statutory requirements. Procedures had been harmonised.	
18.3.2	Governors asked if the Prevent Risk Assessment and Action Plan would continue. The Assistant Principal, Student Experience, expected the updated version to be ready for the next meeting.	
18.3.3	Governors asked if the risk assessment around safeguarding and Prevent would continue and would be RAG rated as per Henley's former version which they had found useful. The Assistant Principal, Student Experience, confirmed that an updated edition combining the best aspects of both colleges' versions was planned which would include the strategy and action plan.	
18.3.4	Governors adopted the Safeguarding Policy and Procedure.	
19)	<u>Declarations of Interest</u>	
	Governors completed their declarations of interest.	
20)	<u>Policies</u>	
	There were no policies to approve.	
21)	<u>Exclusions from publication</u>	
	<ul style="list-style-type: none"> - Comments regarding local pension scheme - Confidential aspects of Safeguarding annual reports 	
22)	<u>Any Other Business</u>	
	Press announcement to be compiled regarding the new Chair's appointment.	Principal/ AP, EE&G
23)	<u>Date and time of next meeting</u> Tuesday 12 December 2017, 4.00pm	

The meeting ended at 6.45pm