

CORPORATION MEETING

Minutes

Date	27 April 2016	Time	12.00 – Learner Voice Session with the Student Governors (with lunch) 14.00 - Meeting
Venue	Ore Valley Room 254 for learner voice session and meeting		
Chairman	Tony Campbell OBE KSG FRSA		

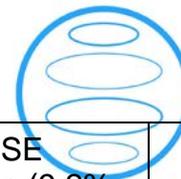
Membership: Tony Campbell OBE KSG FRSA (Chair); Pat Farmer (Vice Chair); Principal (Clive Cooke); Staff (Support) Governor (Debbie Baldock-Apps); Staff (Teaching) Governor (Karen Cunnington); Diana Garnham; Harry Harris; Simon Hubbard; Graham How; Vic Kempner; Ken Melsom; Derek Stevens; Student Governors (Lawrence Calton and Reef Atkinson); Sue Walton
In attendance: Student President (Bradley Toft); Caroline McKiddie; Deputy Principal and CEO (James Mettyear); VP Corporate Services (Biram Desai); VP Enterprise, Employment and Skills (Dan Shelley)

Apologies: Tony Campbell OBE KSG FRSA (Chair); Principal (Clive Cooke)

Prior to the meeting governors attended a session on the student voice organised by the Student President and Student Governors. (see session paperwork and feedback for details)

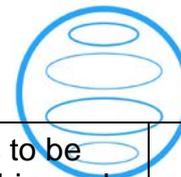
	Item	Action
1.	Apologies Apologies received from Tony Campbell OBE KSG FRSA (Chair); Principal (Clive Cooke)	
2.	Declarations of Interest Simon Hubbard declared an interest as an employee of Hastings Council. Harry Harris and Caroline McKiddie declared an interest as employees of East Sussex County Council. Sue Walton declared an interest as an employee of Pestalozzi. Ken Melsom declared his directorship of Hastings Plaza Trading Ltd. Pat Farmer declared his membership of the Hastings and Rother Task Force. DG declared an interest as a member of the Construction Industry Training Board (CITB).	
3.	Vice Chair's Introduction The Vice Chair welcomed everyone to the meeting and noted it was planned as a curriculum focused meeting, but with the area review there are a number of different focuses. At the last meeting on the 14 April the statement for the area review submission was agreed in spirit. It was sent out to the Corporation post submission. There was a chance to feedback and a second submission was sent with a change from the Vice Chair; he tabled the extract from p.8 which has been updated and re submitted as follows "A feasibility study is to be commissioned by July 2016 to fully explore the potential benefits of closer collaboration, and all models for joint working, including merger. An additional financial analysis will be provided in the event of both corporations agreeing to structural change"	

	<p>It was agreed that if the feedback from today's area review meeting is that the submission submitted is accepted as the recommended action then there is no need to hold an additional Corporation meeting to consider the options. It was agreed that if a different recommendation is given today a further Corporation meeting will be scheduled before the 16 May. The Chair asked that the area review submission is approved.</p> <p>RESOLVED: The Corporation approved the area review submission with the changes to p.8. Proposed: PF; Seconded: VK; CARRIED KM abstained from the vote.</p>	
4.	<p>Minutes of the last meeting RESOLVED: The minutes of the held on 10 December 2015 were agreed as a true and accurate record. Proposed: DS; Seconded: GH; CARRIED</p> <p>RESOLVED: The minutes of the held on 14 April 2016 were agreed as a true and accurate record subject to the changes to item 7 around on the UoB. Proposed: PF; Seconded: DS; CARRIED</p>	Clerk
5.	<p>Matters arising on the minutes The actions were noted and the following points raised:</p> <ul style="list-style-type: none"> • confidential note • The Area Review submission is now complete and approved • The VP EESS is working the Chris Pole on the whole of the University Centre and accommodation will be part of the strategy. The Hastings and Rother Task Force with SH and the County Councils are working together with the wider action of formulating a long term plan for the University Centre with the UoB and other partners. The action list to be updated to demonstrate the wider commitment • The VP EES will bring a 20 minute presentation to the next CQS committee which looks at the tracking and monitoring of Acquire and the data and progress so far. 	Principal/ Chair Clerk VP EES
6.	<p>Principal's Report The report was taken as read. The DP updated as follows:</p> <ul style="list-style-type: none"> • The College has achieved learner number targets and is funded for more learners than the previous year with EFA funding due to over recruitment last year • The College is in the middle of a curriculum management restructure, the aim is to create greater coherence and layers with possibilities for existing staff to have career progression within the college and attract new staff. confidential note The Corporation asked about the timeline and when the process would be completed. The DP noted that the Director roles are planned to be completed early next week. The process has been delayed due to establishing the curriculum area manager roles and the new structure will be completed in readiness for the end of August. The Vice Chair asked that Corporation are informed of the new structure when finalised. • The VP CS reported there had been a solid financial result for 2014-15. Due to the changes in the financial health methodology the College will slip to satisfactory financial health next year and the aim is to remain satisfactory for the foreseeable future. • The DP reported that national figures for 2014-15 performance for 16-18 success rates had dropped making College success rates even more robustly good. For adult success rates it is closer to national average. 	SLT/Clerk



	<p>Functional Skills success has dropped significantly nationally. GCSE Grade A-C English 31% nationally (12% College) and 27.8% Maths (9.2% College) remain significantly under the national average and the CQS Committee will scrutinise in further detail</p> <ul style="list-style-type: none">• Governors reported that the students who attended the student voice session talked positively about Maths and English and all felt confident they were going to get a C or above which was encouraging• Applications are up for 16-18s by 19% from last year. The bulk of the increase is around the A levels, applications are slightly down in Art, marginally down in Catering but up by 30% in Engineering and up in Motor Vehicle. A lot of work is taking place with Marketing and curriculum areas to secure numbers• University Centre – confidential note. A joint working group including the VP EES, VP CS and the Head of HR are tasked with looking at programmes, alongside SH and the Task Force to make sure all voices are heard. Student accommodation is a struggle as there are no dedicated halls of residence in the town. The Growth Fund is an idea being considered to fund this need. The VP EES noted that SH is presenting to the Hastings and Rother Task Force tomorrow on the way forward.	
6a.	<p>Update on the Joint Working Group/Area Review</p> <p>The Corporation received the update and considered the three proposals that came out of the JWG to go to both boards. [confidential note]:</p> <p>RESOLVED: The Corporation agreed delegated responsibility to the JWG to be responsible for the communications strategy around the area review submission and subsequent publication. Proposed: PF; Seconded: VK; CARRIED. KM abstained from the vote.</p>	

7.	<p>Student President post for 2016-17</p> <p>The DP reminded the Corporation about the discussions last year around the Student President, the SLT's decision to remove the paid post and the Corporation's request for it to remain in place. He thanked the SP for his work this year. The DP proposed the following for 2016-17:</p> <ul style="list-style-type: none"> • The Student President post to remain as an elected post who will sit on the board. The post would be unpaid • The £10,000 from the post to be used to recruit an individual who may be from the existing student body or external to lead with working with students on collating and capturing their voice, organising extra curriculum activities for students and working with the staffing establishment. The individual would work with the Student President and be their mentor <p>The Corporation asked what the Student Union think of the proposals and the following points were noted:</p> <ul style="list-style-type: none"> • The Student President reported that there is a clear divide of priorities. The Students Union always work in the best interests of the students and for students and the paid person fulfils the requirements from SLT. He suggested the change may make the process run more smoothly • LC reported that student engagement is negligible. He felt the problem with FE students is malaise where they have finished secondary education and they aren't interested and student engagement is not adequate to enthuse them. There needs to be a way of increasing the presence of the union and making it part of the College. He reported on a recently attended NUS conference which raised the issues of the NUS being polarised and not representative of the student body as a whole; two thirds of students it is representing are in FE but the representation at the conference was only 10% and FE does not have a voice. He noted that student engagement is needed and it has to be proactive. The role needs to be greater; it is a pivotal role because if the students aren't engaged it will fall by the wayside • The Corporation questioned how the role as a staff member will motivate and activate students? • The SP noted that it takes 3 or 4 months to get up and running in the role and there needs to be a consistency and mentoring for incoming officers and the SP • The DP reported that there has been a significant reduction in Student Services capacity due to the restructure and staff are working intensely with learners with additional needs • The Vice Chair asked if the student engagement role had been removed and the College now wished to use the money from the SP role to re instate the role. The DP confirmed it was. The Corporation noted that they had wanted to keep the paid Student President post and were not aware that the support for the role had been cut, reducing its capacity to succeed. They congratulated the SP for carrying out the role with the reduced support • It was noted that it is not easy once resource is removed to continue with the same power and control over a role. There is a risk that if the paid post is lost it will become a low level resource • The Corporation agreed that it is difficult to make a decision based on the
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limited information. Student engagement is the issue and it needs to be better. Having a Student Union that is resourced has to be set within goals to be achieved within the investment

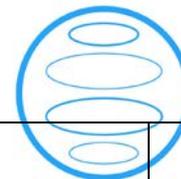
- The DP reminded the Corporation that the move to remove the paid post was about saving money; the cultural impact of cutting staff and having a paid student president post advertised; close analysis of the effectiveness of the role and the learner voice which showed that attendance rates were poor in 2014-15 but better than 2013-14 for student focused events; the difficulty in recruiting through election with learners not voting and there is little engagement in the democratic process
- Governors reported that they did not realise the direct support to the SP was being cut when they agreed to retain the paid SP role. They suggested the lack of a support network would impact on the effectiveness of the role. The DP noted that when the staff support was in place the effectiveness was the same
- It was agreed the question was around what resources the College is willing to put into student support and how it is spent
- The Vice Chair concluded that the first paid SP set up the SU with Student Services supporting the role. The role is working well but not as well as SLT feel it should. The question is whether the Corporation/SLT is prepared to put additional money into the post
- The students suggested that the SP could be elected from within the existing SU board with second year students. Although they could not apply directly to the role due to the SU constitution they could propose themselves via election
- NUS support to help with the effectiveness of the SU would be useful for the students
- The VP EES noted that by becoming a university centre the College are going to have to have a stronger and robust SU in 2017-18 and this would include FE
- The Vice Chair noted the disparity between feedback from students at sessions which is always positive, compared to the FE Choices student survey

The discussion concluded as follows:

- Students seem ambivalent about engaging more with activities and need encouragement to take part.
- There is a lack of political awareness of the student voice and how it works
- Any decision made needs to be evidence led and can't be finalised now
- In order to have a SP in post for the next academic year the students need to run an election in the next few weeks
- The current SP is pulled in a number of directions and doesn't have the time or support to fulfil the role.

RESOLVED: For 2017-18 the Corporation agreed to the DP's request for an unpaid Student President post to be elected in line with the SU Constitution and a support post to be recruited to support the SP for the 12 month period. The Corporation agreed that a small group should consider the issues raised and bring a more solid proposal back to the Corporation. The Vice Chair noted that this was a temporary solution due to the need to make a decision to allow the students to run an election and the funding for the SP role was still under consideration. Proposed: PF; Seconded: DG; CARRIED

Clerk



Student Governors Report

The SP reported that an excellent **Student Focus Group** had taken place last week and thanked the DP and SW for their contributions to the session. It is an essential session for students with honest communication between staff and students providing raw feedback about their time at the College. The session shows weaker/stronger areas and areas of further work for the curriculum. Feedback will filter back down to the curriculum areas.

The Student Award Ceremony will take place on the 15 June. It was agreed the award from the Corporation should read sponsored by the Governing Body. All governors are invited to attend.

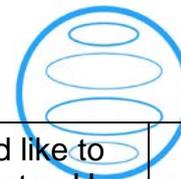
LC reported on the **NUS conference** he had attended which provided some interesting view on FE colleges and the argument that the SU is polarised and not representative. Some of the larger colleges are thinking of disengaging themselves from the NUS and there is a discussion for the SU around whether it wants to continue to affiliate with the NUS.

Access students have had university acceptances into LSC, UCL, Kings and Goldsmiths. A lot of students have applied and been accepted at CCB. All students have achieved their aims. The Corporation congratulated the students.

8. Performance Update

a. Key Performance Indicators Dashboard and Review of Strategic Targets

- The VP CS reported that the majority of **funding and financial** metrics are on target; **staff costs** of 64% of income are on target; **sickness days** stand at 1.6 and **staff turnover** has dropped. Overall it is a positive picture of the year to date
- **Complaints and compliments** is a new picture on the dashboard and the DP reported that SLT are trying to incorporate metrics which are relevant through the year. It was noted that at the CQS Committee there is an annual report on complaints. The DP noted that there are currently 20 complaints and some compliments on the report
- The DP reported that **observations of teaching and learning** is progressing to schedule and to plan for all areas with drop ins lagging behind slightly. CQS will receive a full update.
- **Retention** for 16-18 is 1% down from last year. 19+ retention has dropped, particularly in L3 but it is manageable and within tolerances. Acquire does have a different set of risks associated with it and this is being closely followed. The Chair of CQS noted that details will come forward to the next CQS Committee
- The DP reported that **success rates** look like they will be about the same as last year
- The VP EES reported on **apprenticeships**. Overall success rates are good at 69%, there are a lot more to come in and he is confident the College will achieve its target but not the stretched target agreed at CQS. confidential note The Vice Chair reminded the VP EES that the stretched target is the agreed target for 2015-16
- The Corporation asked for an update on **surveys**. The Employer Satisfaction Survey has 3 days left before closing with a score being reported to governors in May. The second teacher survey results will be ready for the CQS Committee and will give a good picture alongside the November results. Novembers' survey had 2200 responses and teachers are working hard to encourage students to complete. The DP noted that



the FE Choices survey is a waste of time and energy and he would like to withdrawal from it but it is a condition of the SFA contract to complete. He suggested that governors concentrate on the in house results rather than the FE Choices results

- **Student attendance** – the DP reported that it is not where it needs to be. It is marginally down from last year. There are lots of Pathways learners which if taken out provide an attendance figure in line with last year. It also includes maths and English which is about 10% below the vocational attendance. It is going to be a key theme over the coming year. There is variation over department areas and this is being looked at. Governors were reminded that PPRs or attendance at CQS would provide further information for governors about this key issue
- The VP EES reported on the two red strategic targets as follows:
- **24+ loans** – governors questioned why the targets are not being achieved and the VP EES noted that no one wants to take them out. Going forward with Acquire it is expected the numbers will enable the College to meet its target. The VP EES reported that the College had slightly under recruited on Level 3 both in the College and with partners
- The Vice Chair queried the red rating for staff turnover and the VP CS agreed to check the error with MIS

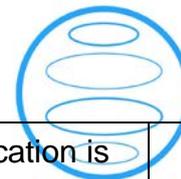
c. Quality Improvement Plan

The Vice Chair reported that the CQS Committee went through the QIP in some detail on the 3 March. The DP reported that the QIP will be updated and rag rated in August.

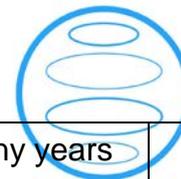
Update on progress against the key actions:

- **16-18 remains amber on English and maths courses.** There are a number of actions in place. All lessons have additional intervention; there is good engagement from most curriculum areas and staff in realising this aspect of work is their responsibility; attendance has gone up but is still low; 85% of controlled assessments are complete and the rest are being chased; students are being streamed into their expected pass grade and tutored accordingly. A success rate of at least 66% is wanted
- The Staff (teaching) governor reported that presentations to all staff were given and the College is putting a lot of effort in to support English and maths tutors. Tutors are providing a great deal of support and are following up on students and walking them to class. She felt it is all too late in the day and should have been identified as a priority much earlier on. She suggested that English and maths teachers need to become part of the teaching teams and engage more with the rest of the staff. Since attendance officers have been taken away the pressure is on the tutors and the resources are not there to support the tutors. The DP noted that it is too late in some areas and some areas are managing well. The difficulties have informed the need for a curriculum restructure. He noted that messages were very clearly given to managers. The Staff (teaching) governor reported that messages did not effectively reach tutors. The VP EES noted that there needs to be trust from SLT that managers are working for the aims and that actions and messages are filtered down to all staff. He noted that internal communications is an area the College works hard to improve. The Vice Chair suggested that the DP brings the methods and progress against them forward to the next CQS Committee
- **Progression rates** are positive
- **Recruitment rates** are positive

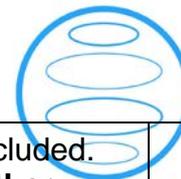
VP CS



	<ul style="list-style-type: none">• Details on the apprenticeship reform is still pending and the indication is that it will be delayed for SMEs until 2020. 90% of the College's apprenticeships are from SMEs• Allocations have increased and the College aims to utilise as much as possible• New engineering provision and 2 new apprenticeships will commence in September• Amber Rudd's job fair is coming back to the College in September and the event is being linked in with year 11s <p>d. Management Accounts – March 2016</p> <p>The Corporation noted the management accounts and asked the VP CS for any further comments. It was agreed the financials had been looked at in detail as part of the KPI dashboard. He noted the College is on target for income, although in a different way to that laid out in the budget. He confirmed he was happy with the current position.</p> <p>e. Risk Register the VP EES provided an update on current risks and noted that a full register would come to the next meeting. All committees continue to review their delegated risks.</p>	
9.	<p>Report from the Search and Governance Development Committee 24 February 2016</p> <p>The Corporation noted the report and considered in detail the two items for approval.</p> <p>a. A change to the Corporation's bye laws on terms of office of independent governors</p> <p>The Corporation considered the recommendation from the Committee and the following discussion took place:</p> <ul style="list-style-type: none">• It is not an easy issue and one that has been considered a number of times by the Corporation• KM noted that there is a difficulty in finding governors and 4 governors have just been re-appointed meaning that there will be difficulty finding the same number in four years' time. SW noted that succession can take place at any time and is not restricted to current governors terms of office• SW noted that the recommendation is common in many sectors where additional terms are only granted by exception. Real evidence of difficulty in recruiting and a real drive to progress succession planning would be needed to provide an adequate explanation if the Corporation chooses not to comply• DG noted that the Committee is aware that its commitment to succession planning and looking at the skills and expertise of current Corporation members is not as good as it might be historically. It has a clear way forward to understand the gaps and move forward with succession planning. She explained that it is good practice to change the terms of office criteria and have in place strong succession planning• It was agreed that the rotation of trustees is tough and recruiting governors is incredibly difficult and recruiting ahead of time is essential• The Clerk noted that supporting document details key legislation and good governance recommendations around terms of office and the implications around moving towards outstanding governance• The Vice Chair noted that governance is no longer a separate grade in the CIF• The Vice Chair also noted that the current Corporation membership only had three Governors with more than two terms of service. Thus a desirable	



	<p>mix of experience and new members had been achieved over many years by natural turnover of members.</p> <ul style="list-style-type: none"> • DG noted that it is not political correctness but best practice for the sector and is a key issue for governance that the Committee is strongly recommending • KM asked for evidence that not complying would affect moving to outstanding governance • The Corporation considered succession planning, whether there were recruitment packs available and whether the Corporation advertised on its website. The Clerk confirmed that the Committee and Corporation had agreed the recruitment documents which were posted on the governance part of the College website and agreed to circulate. The staff governor noted that she was happy to circulate copies when visiting employers • The Vice Chair and KM disagreed with the recommended wording of the resolution and suggested an amendment to read “No governor would normally serve more than two terms of 4 years and any further terms would be by exception.” The Clerk noted that the revision would still make the Corporation non-compliant with the Code. After further discussion the wording was agreed and it was noted that it would give some flexibility and the Committee would be tasked with justifying additional year/years as required. <p>RESOLVED: The Corporation approved a change to the statutory bye laws on terms of office to read “No governor would normally serve more than two terms of four years and any further years would be by exception”. Proposed: PF; Seconded: DG; CARRIED</p> <p>The Corporation noted the mapping exercise carried out by the Committee and agreed to approve the Code. RESOLVED: The Corporation approved the adoption of the Code of Good Governance for English Colleges. Proposed: VK; Seconded: PF; CARRIED</p> <p>The Chair of SGD noted that the Committee had piloted a short session at the end of each Corporation meeting about how the meeting went. The Committee recommended this is taken forward for Corporation meetings and this was agreed with feedback being provided to the Chair.</p> <p>The Vice Chair noted that the impact of governance summary at the end of the Committee minutes which the Committee was running as a pilot was very useful and provided an evidence base for Ofsted.</p>	<p>DBA</p> <p>Clerk</p>
<p>10.</p>	<p>Report from the Audit Committee 2 March 2016 The item was noted by the Corporation. The Audit Committee noted that consideration of the approval of the accounting policy options arising from FRS102 would be covered under F&HR (item 10)</p> <p>The Vice Chair reported that the external auditors had issued a green rating for the audit of governance and he congratulated governors. He queried why they hadn’t interviewed governors as part of the Audit and DG noted that the Corporation and committee minutes are full and detailed so they may be no need to speak to governors directly.</p>	
<p>11.</p>	<p>Report from the Finance and Human Resources Committee 2 March 2016 The Corporation took the report as read. The chair handed over to the VP CS to update on the Policy for Tuition and Other Fees. He noted that there were no</p>	



	<p>changes to fees and an update to reflect the change to 19+ loans was included. RESOLVED: The Corporation approved the Policy for Tuition and Other Fees. Proposed: KM; Seconded: SH; CARRIED</p> <p>The Chair reported that the F&HR Committee have considered the subcontracting item in detail and the proposed changes in subcontracting to some contracts are recommended for approval RESOLVED: The Corporation approved the proposed changes in subcontracting to some contracts. Proposed: KM; Seconded: PF; CARRIED</p> <p>The VP CS reported on the accounting policy options arising from FRS102 which affects all colleges. The Corporation noted the explanation provided by the VP CS (see full report) and that both Audit and F&HR Committee had considered the item in detail at the request of the external auditors. The VP CS explained the possible consequences when details around pension deficit are calculated, further details will be available in September. The VP CS to provide details when available. RESOLVED: The Corporation approved the accounting policy change arising from FRS102 to the accruals method. Proposed: KM; Seconded: DS; CARRIED</p> <p>The Corporation noted the Budget 2016/17 initial assumptions and that F&HR will be considering the draft budget at its next meeting on the 4 May 2016.</p>	<p>VP CS</p>
12.	<p>Report from CQS Committee on 11 February and 3 March 2016 The Corporation noted the report. The Chair of CQS discussed the Employability, Work Experience and Social Action Strategy that the VP EES had presented to the Committee. He explained the importance of the strategy and how it is a key part of the new Common Inspection Framework for colleges to demonstrate that colleges have the right opportunities in place for their students.</p> <p>The Corporation considered the Safeguarding Policy and the link governor for safeguarding reported that there was only one minor name change in the policy around the local authority. RESOLVED: The Corporation approved the revised Safeguarding Policy. Proposed: VK; Seconded: PF; CARRIED</p>	<p>Clerk to circulate on OneNote</p>
13.	<p>AOB</p>	
	<p>Meetings for 2015-16 29 June 2016. Meetings for 2016-17 19 October 2016, 8 December 2016, 26 April 2017, 6 July 2017 (training at 13.00, meeting at 14.00</p>	

Staff and Student governors and SLT depart at 16.40

Meeting closed at 16.44

Attendance for 2015-16: 89%
Length of meeting: 2hrs 44mins