

CORPORATION MEETING

Minutes

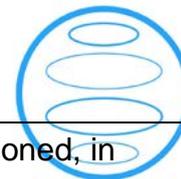
Date	26 April 2017	Time	12.30-Student Voice session 14.00-Corporation meeting
Venue	Station Plaza Boardroom		
Chair	Tony Campbell OBE KSG FRSA		

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); Dr Diana Garnham; Simon Hubbard; Graham How; Vic Kempner; Caroline McKiddie; Student President (Tsongai Mujera); Derek Stevens; Sue Walton
In attendance: VP Corporate Services (Biram Desai); VP Enterprise, Employment and Skills (Dan Shelley); VP Curriculum and Quality (Jim Sharpe)

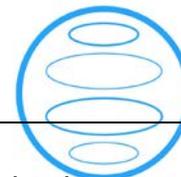
Apologies:

At 12.30 governors attended a student voice session led by the Student President. Feedback from the session will go forward to the SLT and the Governance Committee.

	Item	Action
1.	Apologies There were no apologies received.	
2.	Declarations of Interest Sue Walton declared an interest as an employee of Pestalozzi. Simon Hubbard declared an interest as an employee of Hastings Council. Caroline McKiddie declared an interest as an employee of East Sussex County Council. 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.	Chair's Introduction The Chair noted the importance of today's meeting and the amount of work that had been carried out by the Corporation and the Internal Working Group to date to ensure that the College remains sustainable for the future.	
4.	Minutes of the last meeting The Corporation considered the draft minutes of the meeting held on the 8 December 2016 and the resolutions passed on the 10 March 2017 RESOLVED: The Corporation considered and agreed the minutes from the 8 December 2016 as a true and accurate record subject to a typo on page 9. Proposed: SH Seconded: PF; CARRIED RESOLVED: The Corporation considered and agreed the resolutions from the 10 March 2017 as a true and accurate record. Proposed: TC; Seconded: PF; CARRIED The VP EES reported that the £100k has been received from HEFCE towards the creation of the University Centre on the fifth floor at Station Plaza and the floor has been finished today.	
5.	Matters arising on the minutes	



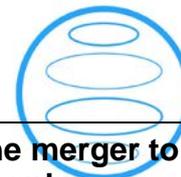
	<p>The Corporation noted the matters arising and agreed that they were actioned, in progress or included on the agenda.</p> <p>The Vice Chair asked about progress with the University of Brighton. The VP EES reported that the contract is still being formally written by the UoB legal team. It is due to reach the College at the end of next week.</p>	
6.	<p>A Strategic Proposition for the development of an East Sussex College Group</p> <p>The Chair of Corporation reported that the process had started in September 2015. He gave his thanks to members of the Corporation who gave their time and contributions to the process to date. Emanating from the process is an Internal and a Joint Working Group, a Quad group (Chairs and Principals), a Quad+ group (which includes two other members of both Corporations).</p> <p>The Chair of Corporation explained that the main part of the Corporation is a strategic discussion on the proposition. The focus at this time is around the possible strategic alliance/merger between SDC and SCCH and the development of that over a period of time. It is suggested that a 3 year period is taken to take time for an evolution that underpins the identity of each college in the environment it serves. That will be underlined by on-going work with the JWG, Quads and both Corporations.</p> <p>The proposition will inform the writing of the business case and includes a culmination of the process to date.</p> <p>The VP CS provided an update on the financial position of the College. He explained that there is no new information but a recap to remind governors of the position of the College and the sector. (confidential note)</p> <p>The VP CS reported that the Area Review process provided voluntary recommendations for colleges. However if colleges decide not to follow the recommendations and go it alone the Insolvency Bill is being introduced for colleges to manage colleges that fail. He noted that it is an unlikely and final step. The more probable outcome is that the FE Commissioner will be able to come in and force a position on a college which is likely to be a handover to a college that could financially sustain the failing institution.</p> <p>(confidential note)</p> <p>The Principal provided governors with a power point which looked at the journey to date, government steer and policy, the current situation with the College, changes in FE in the region and the proposed vision for a new entity. (See appendix 2 for the full presentation). He explained that the projected financials from the VP CS have not changed and the biggest impact on the College is around quality and the fact that the College has only given its staff a 1% pay award in 7 years.</p> <p>The Strategic Proposition was discussed and key points raised included:</p> <ul style="list-style-type: none">• DG reported that the thinking around working together is freeing up a more strategic approach. It is leading to a better preparedness to face the future• SH reported that he felt there is no option but to go down the path of merger. He noted that what constitutes East Sussex in the report could be presented in a stronger way and focus on the rural/town environments the colleges' serve. To have a better understand about earning income in the future is needed. The proposition is the beginning and some of the reporting is speculative but the certain part is to bring the two colleges together. Going forward from the proposition the governors need to know more. SH noted that he would like to	



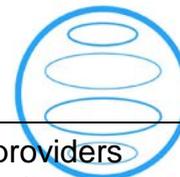
contribute to the more detailed thinking at a later stage

- The Chair of Corporation noted that there has to be a period of easing in over a 3 years, a continuity aspect and the facility to change and adapt in a strategic alliance
- (confidential note) The Chair of Corporation explained that there will be due diligence undertaken on the financial data and the Quads will ensure that FEA provides accurate data
- It was agreed that the journey was started and driven by the financial position of both colleges. There is a need to have a clear understanding of the other college's journey and their financial data in the business case The Chair passed on his thanks to the Vice Chair for his forensic focus on the financial data
- It was agreed that there is so much going on in the education sector and beyond that is uncertain, that even without the financial health it is hard to see how all areas will be addressed
- (confidential note)
- DS asked how a multi academy trust works (MAT). The Principal reported that the colleges could act as a sponsor like the UoB with the academies. The Chair of Corporation explained that the colleges would have the benefit of local accountability and be able to provide a MAT for local people. The VP EES provided the example of Wealden where each school currently has its own sixth form which will be unsustainable with the changes in funding models. There would be the opportunity for bringing the secondary schools that aren't already acadamised into the MAT and be able to maintain their sixth forms with cost efficiencies and savings.
- CMc reported on the earlier session with the students which highlighted that young people are not getting the choices they deserve and are being blocked by secondary schools. She stressed that this behaviour by schools is short sighted and the learners are missing out and not getting the choices about what and where they want to study by the lack of joint working in the region. She noted that the College is a different learning environment for young people and is needed. Some of the students explained that they chose the College because they are treated as adults rather than the more school focused approach of Bexhill College. The VP EES explained that by working with SDC joint marketing can be used effectively to target young people. CMc suggested that a different marketing approach to parents to try and change the views on local sixth forms is needed. The Staff Support Governor reported that the College receives many enquiries from parents who have had no careers information and want to hear more about apprenticeships
- The Vice Chair noted that it is important to understand that the proposition and the presentations from the VP CS and Principal talk about a vision for the future and not a business case. He explained that governors are all at the acceptance level but it is up to the Corporation to make sure that the right deal is reached. To be able to do this all the necessary work needs to be carried out. On the 22 June a joint CQS/F&HR will be looking forensically at the business plan. By this stage it has to be not just a vision but the reality of what is going to happen in stage 1. Questions such as: how is it going to work, what will it look like, what the income will look like, what the savings will be need to be answered and there are only two months for the SLT with the help of FEA to carry out this work. He suggested that the Corporation will need to be more critical about the business plan.

RESOLVED: The Corporation considered and supported, in principle, the education and business case for a potential legal merger between Sussex Downs College and Sussex Coast College and the creation of a College Group structure.



	<p>The Principals are invited to bring a more detailed proposition for the merger to the June/July board meetings so that the two Corporations can determine whether or not to agree a formal merger proposal. Proposed: TC; Seconded: VK; CARRIED</p>	
6a.	<p>Revised terms of reference for the Joint Working Group RESOLVED: The Corporation considered and approved the revised terms of reference for the Joint Working Group. Proposed: TC; Seconded: PF; CARRIED</p>	
7.	<p>Principal's briefing The Principal updated governors on key issues including:</p> <ul style="list-style-type: none"> • The SFA and EFA have been brought together and the new agency is called the Education and Skills Funding Agency (ESFA) • The Apprenticeship Levy will go live as planned in May 2017. The College is successfully on the Register of Apprenticeship Providers. (confidential note) • EFA funding for colleges is now confirmed for 2017-18. The College will be funded for 1873 students in 2017-18. Total funding is down by £168k against 2016-17. SFA allocations have not yet been released • Technical level qualifications – it is a level 3 qualification with 900 hours per year with extended work placement over 3 months. It is qualification aimed to have equality of parity to the A level • Sussex Skills Solution. The JWG signed off the business plan. The aim is to increase apprenticeships by 3%. There is more work to do but progress is going well and SSS doesn't expect to underperform • Hastings has been designated by the DfE as an Opportunity Area. This provides access to £72m of funding to improve educational outcomes across all ages and stages of education. The College is one of the participants along with all the schools and providers. So far the focus is on English and maths, the recruitment and retention of staff and strong leaders and support for students with mental health issues. SH reported that a new person is leading and is currently organising appointments now. He suggested the College comes along to the discussions and agreed to liaise with the VP EES to arrange • Business planning 2017-18 will go to F&HR • Financial Health was designated as Satisfactory for the last academic year due to tight finances and changes in the funding methodology. (confidential note) • The FE Commissioner expects that there will be 50 college mergers by the end of wave 5 of the AR, 30 SFC conversions to academy status and 70 applications for TU funding • Inspection. The Principal gave an overview of possible triggers to Inspection and which were applicable to the College • The College still needs to make significant improvements in A*-C English and maths grades. It was noted that it does recruit a greater number of students with low entry profile than the national average. The Corporation asked if there are a higher number of students receiving grade ds and the VP C&Q that it was not significantly different from the sector • Management capacity. Following a request from Corporation for the SLT to think about capacity during this period a project manager has been appointed to work 2-3 days between both colleges. (confidential note)FEA has been appointed. The early signs are positive • At the request of the Corporation the Principal and VP EES will be visiting other colleges with university centres. The Principal invited those involved in the HE discussions (DG and SH) and other members of the Corporation to come along to visits 	SH, VP EES



- The Vice Chair confirmed that SDC are on the register of training providers
- Transaction Unit funding. The Principal reported on discussions in the sector such as is £550m enough for the number of college mergers expected and how will timing be affected by the influx of applications and the general election. The aim of a possible merger date of 1 April 2018 is that by submitting at the back end of this academic year with a pledge for next academic year the loan would be received more quickly
- (confidential note)

8. **Performance Update**

a. **Key Performance Indicators Dashboard**

The VP C&Q reported:

- Lesson observations – Observations are on target with all teachers observed. Ten teachers are on the high risk register and are being supported by the Quality Department
- Retention – nearly 1% up on last year which is very positive
- Attendance – 87% for 16-19s, adults are slightly lower, E&M is at 90%. All very positive

The VP CS reported:

- College income is close to budget
- Surplus isn't mirroring the budget set
- Staff costs are within sector benchmarks
- The College is on target to achieve on all main funding streams
- The bank balance is positive and slightly ahead of expected

The VP EES reported:

- Apprenticeships – there are over 500 to finish this year which is expected. They are looking positive and will at least achieve targets for 2016-17 with improvements internally
- The College is in the middle of the Employer Satisfaction survey and 300 responses have been received to date

b. **Review of strategic targets**

The VP C&Q reported:

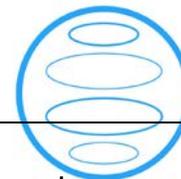
- Good progress has been made and the College is still working on PMRs for teachers
- There is not much information to date. The College feels confident that targets are being worked on
- A Level VA remains high risk

The VP CS reported:

- The College is not going to achieve budgeted operational surplus
- The main challenge is around the 19+ loan income linked to E learning
- All other areas are managing business well

The VP EES reported:

- Developing a curriculum offer that provides pathways from foundation to higher level technical and professional skills in areas that meet local, regional and SE LEP priorities is on target to achieve. The Higher Education Provision has been delayed by a month due to outside circumstances, but there are no foreseen problems
- Access to HE will start in 2017-18 around Business and HE
- 14-16 courses were marketed but the take up from school is low so only two will run in construction and engineering
- The progression process has started and finishes mid-May and will be reported



at the next CQS and Corporation meetings

- Work experience – there has been a collective effort to get work experience recorded on ProMonitor and it currently stands at 80% with vocational at over 90%. There is more work to do on A Levels and this is in progress. The College has agreed that A level provision should be focused on looking at academic provision in the first instance

The Principal reported:

- Staff sickness is below target
- Key roles have been evaluated and mapped against new pay structures
- 82% of staff have had their performance reviewed in year and it is on target for 100% in next few weeks
- A development plan for teachers is on the HR profile and that is following the observation cycle. It currently sits at 76%. To date it has prioritised new teachers and those on performance management

c. **Quality Improvement Plan**

The VP C&Q reported that the QIP is sizeable and had undergone a detailed review at CQS. He summarised as follows:

- There has been a shift in mind set for VA. The key risks remain the improvement of Learning, Assessment and Teaching (LAT) and VA both which are long journeys
- There are significant improvements in LAT, attendance, tracking of learners and cross college support. Functional Skills is extremely strong. Outcomes for learners at GCSE should improve this year. The key risks are exam performance. All English students are on the new specification. E&M needs to be further embedded in all curriculum areas and the progression of E&M focused on
- For A levels there has been external validation and a focus on VA. There have been significant interventions, external training, the use of improvement software and intensive tracking of each student on a fortnightly basis. The risks are a variable quality of teaching, inexperienced or agency teachers, difficulty in recruiting teachers, exam performance and challenges around the effectiveness of the Director of Curriculum in the area
- Work experience has made significant progress in external work experience and tracking on ProMonitor. The key risks are work experience in the sixth form area. Recent corridor walks gave positive messages on work experience with the majority of students being able to talk about the work experience they are doing, how they have learnt from it and the benefits it has for their course

The Chair of Corporation asked whether any relationships had been forged between the sixth form and the Academy and whether there is a way to bridge the gap and get quality teachers for A level.

(SH departs 15.58)

d. **Management Accounts – March 2017**

The VP CS reported on the compulsory purchase order provision which was made at the start of the new build. The government settled with the electricity company and they are looking for the repayment of the sum in March and August 2018. The gross figure for CPO compensation is £659k, although the College is challenging the figure as only 5 of the 7 plots of land relate to SCCH so final liability is lower at 5/7ths i.e. some £471k. (confidential note)

e. **Risk Register**



	<p>The VP EES reported that the College is making reasonable progress to mitigate risks. Every part of the FE world is in flux which makes mitigating risks increasingly difficult. Updates included:</p> <ul style="list-style-type: none"> • Positive and well attended Open Evenings have taken place for 16-18s • Marketing is underway to every TN postcode to reach out to new adults • HE. Funding from HEFCE and the loan from the UoB has been provided to secure the development of the 5th floor. There is a senior officer reference group with two governors (SH and DG) in attendance. The College is preparing for the QAA inspection and VK is the governor lead <p>The Vice Chair reported that there are some opportunities in the risks and areas where the College can do better. For example working more closely with SDC and gaining from the reduction in competition.</p>	
9.	<p>Student Union Strategy and progress report on implemented actions</p> <p>The Principal reported that the Student President had carried out cross college research on the views of the Student Union. The outcomes which showed that 62% didn't think it was necessary to establish clubs and societies demonstrates that there is an apathy in the student body and that there is a practical job to fire up interest. The Student President and Executive, the Student Services and the SLT are happy with the vision and mission in the strategy and the aims enact the mission and vision about giving students a licence to be impactful to shape their experience at the College. (see Strategy for full details).</p> <p>The Action Plan is on track and a project team has been put together. On the 8 May an SU conference is taking place and has been designed to look at practical advice to enact the strategy. On the 9 June a Student Award Ceremony will take place and the election results for the new Student President will be announced at the evening. The office will be kept for the Student President on the 3rd floor and a hub will be created on the ground floor in Student Services as well as an office in the University Centre. At the beginning of term 1 the College will work towards the accreditation of the kite mark with the second part taking place at the start of the second year. The SU president will be a salaried and sabbatical role for a minimum of three years. The Student President reported that plans for a re-launch are underway for the 2-4 May at Station Plaza and at a later date at the Ore Campus. The Student President thanked the governors who made sure that the SU re launch was a priority.</p> <p>VK reported that as part of the QAA visit a student submission has been made and is a positive and balanced response in terms of the HE provision. It provides a constructive structure about issues that need to be dealt with. He proposed that the QAA report and student submission come to the Corporation when completed. The Corporation passed on their thanks to the Student President for all her hard work this year and wished her the best for the future.</p>	Dir of Gov
10.	<p>Report from the Governance Committee 2 March 2017</p> <p>The Corporation noted the report. The Director of Governance agreed to circulate information to governors for potential governors.</p>	
11.	<p>Report from the Audit Committee 1 March 2017</p> <p>The Corporation noted the report. It was noted that there has been some really good work done by the VP EES on the Board Assurance matrix</p>	
12.	<p>Report from the Finance and Human Resources Committee 1 March 2017</p> <p>The Corporation noted the report.</p> <p>RESOLVED: The Corporation considered and approved the proposed changes in</p>	



	<p>subcontracting to some contracts. Proposed: PF; Seconded: DG; CARRIED</p> <p>RESOLVED: The Corporation considered and approved the Policy for Tuition and Other Fees. Proposed: PF; Seconded: SW; CARRIED</p> <p>The Vice Chair asked for an update on the changes to the banking covenants. The VP CS reported that the bank has emailed the documents to check and they will come to the June F&HR. He confirmed that they are in line with recommendations from the committees.</p>	
13.	<p>Report from CQS Committee 30 March 2017 The Corporation noted the report. RESOLVED: The Corporation approved the revised Safeguarding (including child protection and Preventing Extremism and Radicalisation Policy. Proposed: VK; Seconded: PF; CARRIED</p> <p>The Safeguarding and Prevent link governor reported that annually the policy becomes increasingly comprehensive due to changes in requirements and best practice. He noted that the Director of Student Services and her team have done a great job in putting the policy together. He reported on a recent visit by the Home Office who praised the College for their work around Prevent awareness and autistic students. The Chair of Corporation passed on his thanks to SH who had chaired the meeting in his absence.</p>	
14.	<p>AOB There were no items raised.</p>	
	<p>Date of the next meeting 6 July 2017 – 13.00-14.00 Board development; 14.00 Corporation meeting</p>	

Staff and students depart at 16.25

	Item	Action
4.	<p>Confidential C Minutes of the last meeting RESOLVED: The Corporation considered and agreed the minutes from the 8 December 2016 as a true and accurate record. Proposed: PF Seconded: GH; CARRIED</p>	
14.	<p>AOB SW invited all governors to attend the Pestalozzi leavers ceremony on the 29 June at 18.30. The Director of Governance to circulate details. The Chair of Corporation noted that this would be a good opportunity to formally thank the Student President for her hard work on the Corporation.</p>	Dir of Gov
<p>Meeting closed at 16:28</p> <p style="text-align: right;">Attendance for 2016-17: 89% Meeting length: 2hrs 28mins</p>		
<p> </p>		