

CORPORATION MEETING

Minutes

Date	8 December 2016	Time	14.15-board development on work experience and social action 15.00-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; Harry Harris; 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: Vic Kempner; Caroline McKiddie; Harry Harris

Governors received an update on employability at the College from the Work Experience Coordinator and LSM for the area. The Corporation received an account of both work experience for the National Trust at Bodiam Castle and National Citizenship Service (NCS) by a Travel and Tourism student and an Air Cabin Crew student. (see attached presentation)

The Corporation suggested the following areas which may contribute to the Coordinators' success in finding placements for students:

- Monitoring destinations to highlight companies inhibited by work experience and directing marketing success stories to them
- Contacting The Cultural Leaders Group to promote work experience

The Chair thanked the staff and students for the excellent update and allowing governors to see the first hand impact from the students and the benefits they gain from the programmes for the professional and personal development.

Before the meeting commenced a telecon took place with the Pro – Vice Chancellor (Debra Humpris) and the Deputy Vice Chancellor (Professor Chris Pole) from the University of Brighton (UoB). Key points included:

Professor Chris Pole updated on the journey with the University Centre (UC) since October. A lot of work has been done and the institutions are working mostly together and well as a team. There have been some sticking points to get to a point where both sides are happy. The UoB consultation has concluded. This was open for three months online and followed up with ten focus groups which look at the size and shape and development of the UC. There have been 220 responses to the online survey and a great deal of information came forward from that survey. The VP CS and VP EES have seen the report written by the consultants which will be a useful document for taking forward the UC. In addition a lot of work around developing the portfolio and curriculum and courses has taken place. Validation has been agreed subject to the decisions by both boards. The institutions have spent a lot of time looking at buildings and the costs associated with locating the UC and discussions have narrowed down to focusing on the Havelock Road building.

The College has worked hard to get an access agreement from the Office of Fair Access and that is available on the appropriate website.

The Vice Chancellor reported that it is hoped to raise an estimated £500k for the 5th floor. There is no funding available and no indication from the LEP that there are resources to tap into. HEFCE

suggest a bid to the Catalyst Fund and to date the HEFCE regional consultant has set out the scope and focus for the bid and a positive conversation has taken place. The UoB is working on an expression of interest for £100k and the turnaround is 8 weeks. The UoB will manage the process and the funds would come directly to the College.

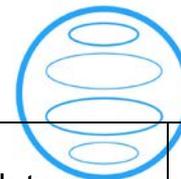
SH asked what the rationale was for focusing on Havelock Road rather than any of the other UoB owned buildings and asked how long the College would have access to that building.

The VC reported that there is more specialist kit in some buildings. A business case for a standalone building is being put together. She noted that access would be until 2019.

The Corporation questioned the timeline for decision making on the University Centre. The Vice Chancellor reported that the UoB's legal person would be able to work up a contract quickly assuming that the decision making from today's Corporation and the UoB's board next Friday is straightforward.

The Chair thanked the VC and DVC for their time.

	Item	Action
1.	Apologies Apologies were received from Vic Kempner, Caroline McKiddie and Harry Harris.	
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. 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 welcomed governors and SLT to the meeting. He noted that the key items of business relating to the Area Review published outcomes, Ofsted and Mocksted, the work with Sussex Downs College and the Internal and Joint Working Group would be considered in the Principal's report. He noted that meetings with SDC with the Chairs and Principals were taking place outside of the IWG and JWG. The Chair updated governors on the informal CQS meetings which are taking place in addition to full CQS meetings and focus on areas of concern for the College. In addition to these Monthly Monitoring Meetings have been set up by the VP C&Q focusing on areas of concern and a CQS member is invited to each meeting. The Chair reminded governors that they need to be assured that there is progress, achievement and Value Added across the College and that standards are maintained and interventions are in place for those areas that are falling down. He reminded governors about the importance of attending PPRs.	
4.	Minutes of the last meeting RESOLVED: The Corporation considered and approved the minutes of the meeting held on the 18 October as a true and accurate record. Proposed: PF; Seconded: DG; CARRIED RESOLVED: The Corporation considered and approved the minutes of the meeting held on the 19 October as a true and accurate record. Proposed: DG; Seconded: SW; CARRIED	
5.	Matters arising on the minutes The Corporation noted the action list.	



6. **Sussex Coast College and University Centre Hastings**

The VP EES reported that discussions have been a struggle at times, with two organisations working in different cultures. The UoB consultation has only just finished which put a paralysis on some of the progress. He noted that it is now nearing a satisfactory conclusion. Key points included:

- Ten red lines were agreed with Corporation and the majority are either addressed or there is a rationale about why they are not
- The College has not had the opportunity to market the UC as it would have like to due to the consultation and on-going negotiations

The VP EES explained that there are 5 recommendations that SLT are proposing to take the project forward in a written and contractual way with the UoB. They are:

1. A formal contract is agreed and signed by the Chair of Corporation and Principal;
2. The option of having rent free access to an existing University of Brighton campus building is included in the contract following a structural and condition survey;
3. Future validation of provision is included in the contract and this includes a clause enabling the college to approach other institutions to gain validation if refused by UoB;
4. A 3 year commitment to twice yearly Strategic Dialogue meetings is agreed to support the strategic direction and development of the University Centre. This meeting will include the Vice Chancellor, Deputy Vice Chancellor and the Chair of UoB alongside the Principal, Vice Principal EES and Chair of the Corporation.

The VP EES noted the report to the Hastings and Rother Task Force on the Further of Higher Education in Hastings and Rother from BIGGAR Economics. The Vice Chair of Corporation explained that at the Hastings and Rother Task Force meeting where the report had been presented he and the Principal had made the College's position clear that there were recommendations in the report that the College was not in agreement with.

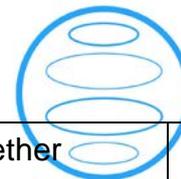
There was a discussion on the content of the report. The Chair noted his view that it is time to invest in the opportunity with the College rather than looking at alternatives. He felt that having local accountability with the right structures in place would be more advantageous and would add to the standing and improvement of the College in the Hastings and Rother area rather than looking for alternatives. SH reported that the study was set up by the 3 councils for Hastings and Rother.

It was approached in a constructive spirit and not from a lack of imagination about the future. He noted his support for the proposal and felt it is the right direction for the College. [confidential item]

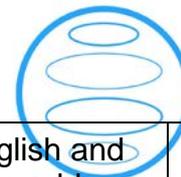
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The Principal suggested that one or two Corporation members work with the SLT to ensure that the scope of the contract covers what is required. It was agreed that the Corporation would see the heads of terms and that SH, PF and DG would work with the SLT.

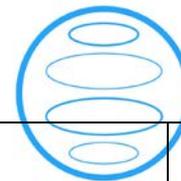
DG felt that part of the UoB's failure in Hastings is that courses that employers need in the area are not offered. She noted that the College picking up the identified skills shortages and developing courses relatively quickly is important for the local area and the success of the University Centre. The VP EES reported that there are courses already going through the validation process and it is about the expertise already in place to deliver courses. The curriculum needs to play to the College's



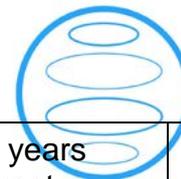
	<p>strengths. DG noted that she was concerned about the portfolio and whether growth aligns with the College's strategic plan.</p> <p>SH asked about the development of the University Centre and how long the College would need to get validation from someone else if a satisfactory relationship couldn't be made. The VP EES reported that there are only 4 colleges with degree awarding powers; it takes around 7-10 years. The White Paper talks about 5 years to establish but this is based on large numbers of students. He noted that the College could go out and look for another validation partner today but the process is very long.</p> <p>The Chair of Corporation thanked governors for their open and honest discussion of views.</p> <p>RESOLVED: The Corporation agreed that subject to receiving heads of terms and further work with SLT and SH, PF and DG the formal contract for the University Centre would be signed by the Chair of Corporation and Principal. Proposed: DG; Seconded: GH; CARRIED</p>	
7.	<p>Principal's briefing</p> <p>The Principal updated the governors on Apprenticeship reforms, Apprenticeship subcontracting, the Association of Colleges Annual conference, Area Reviews and college mergers, collaboration with SDC and meeting with the Transaction Unit (TU), impact of the College restructure, Learning, assessment and teaching framework, Teachers' continuing professional development, ProMonitor and Turing, 16-18 Right Choice period, the College's banking position and the FE Choices employer survey.</p> <p>The Principal explained that the TU meeting had taken place and having looked at the College's and SDC's budgets they are prepared to accept a business case. Any loan would be based on the metrics in the budget and they may consider transferring some of the Barclays loan to a public sector loan. The next meeting will take place with the finance team from both colleges and the TU on the 12 January. A meeting with KPMG and the two banks will also take place to be clear on which college decisions would impact on the banking covenants.</p> <p>The Principal explained that there was an increase in withdrawals from 7.7% in 2014-15 to 9.3% in 2015-16 during the Right Choice period. The reason for the increase was a greater focus on more aspects, a focus on appetite for learning and attendance during the right choice period which was less tolerant and accommodating than in previous years. He noted that the College is confident that it will meet its 16-18 target on student numbers.</p> <p>The Clerk confirmed that she had received governor login details for ProMonitor and that she would organise a presentation on Turing next year.</p>	Clerk
8.	<p>Key Performance Indicators Dashboard</p> <p>The SLT ran through the data on the dashboard:</p> <ul style="list-style-type: none"> • The VP CS reported that the finance targets had been approved in the budget. It has been a positive start to the year for income generation and surplus. Staff costs are running within budget. Funding streams have all delivered • The VP C&Q reported that the lesson observation process has not changed but this year it is more qualitative. Each area will have been observed by early next year. It is too early to report on retention and achievement data. 	



	<p>Attendance is above last year. The target for this year is 90%. English and maths remains a challenge, and there are robust actions in place to address attendance which is already showing week on week increases</p> <ul style="list-style-type: none"> • The VP EES reported that it is too early to report on apprenticeships. Employer satisfaction has improved again with the College scoring very highly for all four measures of satisfaction placing the College in the top 30 of 215 colleges nationally and the highest ranked in the South East LEP area • The Principal reported that sick days are ahead of target but below sector average. This is due to a significant number of long term sickness 	
9.	<p>Interim Strategic Plan 2015-18 and the strategic targets for 2016-17</p> <p>The Corporation noted that the Plan and relevant targets had been considered and agreed at committee level. The Vice Chair noted that some of the updates requested by Committees had not been included and the Principal agreed to follow up.</p> <p>RESOLVED: The Corporation approved the Interim Strategic Plan 2015-18 and the strategic targets for 2016-17 subject to inclusion of the amendments from the committees. Proposed: DG; Seconded: SH; CARRIED</p>	SLT
10.	<p>The College Self-Assessment Report (SAR 2015-16)</p> <p>The VP C&Q provided a presentation for governors detailing the rationale for the self assessed grade Requiring Improvement (see full presentation for details). He explained that the decision had been reached following the Governance SAR, SAR moderation and advice from an Ofsted inspector. The main reason for grading as Requires Improvement is that there are key aspects of the 16-19 study programme which are not where they need to be. The Corporation asked if the SLT are confident that that College can evidence that the College is doing better and consistently improving. The VP C&Q reported that there has been impressive improvement during the first term but there are still areas that require improvement and there are challenges ahead. The more time the College has to move forwards and gather evidence the better.</p> <p>The Chair of Corporation passed on his thanks to members of the Corporation who were involved in the moderation.</p> <p>RESOLVED: The Corporation approved the College Self-Assessment Report 2015-16 subject to the agreed replacement of the front cover. Proposed: DG; Seconded: DS; CARRIED</p>	SLT
11.	<p>The Quality Improvement Plan</p> <p>The VP C&Q reported that the QIP is the document the inspectorate will be most interested in. It will inform all the other evidence being collated. The QIP reflects the areas of focus for the College:</p> <ul style="list-style-type: none"> • Improving learning, assessment and teaching • Improving English and maths for 16-18 and adult learners' English and maths • Sixth form/A levels • Employability skills • Value added <p>Monthly Monitoring Meetings (MMMs) take place for overall college provision. High risk areas have their own standalone MMMs which a member of the CQS Committee is invited to. The VP C&Q also meets with each A level teacher. Actions from all of these will feed into updating the QIP monthly.</p> <p>The Vice Chair asked about updating the QIP and the VP C&Q reported that new</p>	



	actions are constantly being added which is good practice.	
12.	<p>Strategic Risk Register 2016-17</p> <p>The VP EES reported that in 2015-16 the Corporation owned 3 risks. This year it is recommended that the 3 risks remain and there is an additional risk around HE reputation and recruitment and how it is affected by press and activity [Uncertainty within the local and regional area on the future of HE in the town impacts upon college reputation and HE recruitment for 2017-18].</p> <p>The Corporation noted that all other risks for 2016-17 had been agreed by the committees. The Vice Chair asked that the F&HR request to increase Failure to comply with banking covenants is increased to a gross and net risk of 16.</p> <p>The Chair of Corporation pointed the Corporation to the risk around management capacity [On-going work with SDC diverts management capacity and impacts upon Finance/MIS/ICT controls or overall performance]. He noted that this needs to be considered as a matter of priority by the board with a view to supplementing in an appropriate way, particularly in view of Ofsted coming in. He noted that in the past extra help had been brought in to support the College and it was important to look at what the College can afford financially. He asked for direction from the board about how they wanted to take it forward. The Chair of Audit noted that it had been raised as an area of concern by both sets of auditors. In their opinion when structural change takes place there is nearly always a negative impact on the day job of management due to the increased workloads, pressure and change of focus. The Audit Committee had specifically asked the VP CS for his views. The Chair of Audit noted that it is a concern to the Audit Committee. It was agreed that the SLT will look at and what the cost implications would be and what additional support would be targeted at. The Principal suggested that the SLT will consider and bring back a proposal to the CQS and F&HR Committee in March. The Corporation felt that the SLT should act sooner and the Principal agreed to report back in the first instance to the Chair of Corporation.</p> <p>RESOLVED: The Corporation agreed the Strategic Risk Register for 2016-17 subject to the update to the banking covenants. Proposed: PF; Seconded: SH; CARRIED</p>	<p>VP EES</p> <p>SLT</p>
13.	<p>Management Accounts – October 2016</p> <p>The VP CS reported that the positive start to enrolments should ensure the same funding for next year. The November 2016 accounts, due out next Friday, will be looking at full year forecast. The national challenges to the Adult Skills Budget and how community funding is consolidated into that is a challenge that the College is currently working through.</p> <p>The Vice Chair asked if the College finance team was back to full capacity and the VP CS reported that the management accountant is back in College so there is a full team.</p>	
14.	<p>Report and Recommendations from the Working Group on the future of the student union at SCCH</p> <p>The Corporation took the report as read.</p> <p>DG reported as follows:</p> <ul style="list-style-type: none"> • The Working Group is absolutely clear that an active Student Union is fundamental to a successful college • The Working Group is not clear how the Student Union works within the overall strategy and the learner voice • For 2017-18 the role of President of the SU should be a minimum of 3 days a week sabbatical. This to be reviewed by the Corporation in in June 2018 	



with the potential to increase to a full time sabbatical post in future years
DG passed on thanks from the Working Group to Tsungai Mujera the current Student President as the first student to take on the role in a really difficult situation.

The Corporation asked if the situation would be affected by the University Centre. DG reported that it is unclear what the impact will be at the moment but having a SU for the University Centre will be hugely important and will be for the College to sort out as part of the strategy.

The Principal noted that he was supportive in principle and would like to move forward on all the recommendations but that it would be rash to agree with them at the meeting as he didn't want the SLT to overpromise and under deliver.

DG reported that there does need to be action agreed to be able to move forward with the SU early in the new year and this does need SLT support. SW reported that the Working Group was set up as an action from the Corporation in April and has been working with the last SP, the current SP and the College since before the summer. The recommendations have been discussed with the senior team prior to the paper being produced. The Working Group noted it was a disappointment that any progress was being delayed for another term. They explained that agreeing to recommendations to move forward would be positive as it would enable the SP to commence work on the longer term strategies required and the urgent update to the Student Union Constitution. She noted that there is confusion amongst staff about what the College is doing about the Student Union and providing clarity would benefit the Student Union and the College.

The Principal reported that he wasn't clear on recommendation 1 and what student engagement and student welfare strategies referred to. He noted that the College does not get funding for student engagement but does have limited sport activities with a Sports Maker. DG reported that the AoC provides useful information for college's on the importance of a student union and the types of provision it should offer. She noted the example of SDC's Student Union which has won an award.

The VP CS reported that an office has been made available for the SP – room 3081. The annual commitment from the College to the SU remains at £2500 and the SLT are willing to support the annual award ceremony next year. He noted that any other financial implications will need to be mapped into the business planning cycle early next year. DG noted that the cost implications are not great.

DG asked if there is anything in the recommendations that the SLT find inappropriate. The Principal noted that there is nothing that he is in disagreement with. He questioned what was planned around student engagement and welfare strategies and DG noted that it is for individual colleges to bring in strategies to suit their student and college needs. She suggested that a number of the recommendations can be agreed straight away, some can be a priority in year and the others are around bringing clarity to how the SLT sees the SU and a strategy around it.

The Principal noted that with the resources the College has the biggest impact to the student would be to the student voice.

The Corporation agreed that they were happy to approve recommendations around how they wanted to see the SU progress but the implementation needs to come



	<p>from management. The Chair suggested that the Corporation votes on the spirit of the recommendations and the SLT comes back to Corporation with a strategy. A vote was taken but the majority of governors did not vote for the proposal. The Working Group explained that action needed to be taken now to allow the SP to work effectively. The Principal noted that he was happy to sit down with the Working Group in January with a response from the SLT and if it doesn't meet expectations it would need to come back to the full Corporation in April. He noted that there are limited resources to carry out the work.</p> <p>DG reported that there are recommendations for the SU to take forward which would be useful to agree to allow the SP to move forward. She noted that the room and the budget have been agreed which is positive.</p> <p>SH suggested that the Corporation votes to confirm that the recommendations are broadly suitable allowing the SP and SU to move forward immediately. At the next Corporation meeting a paper detailing progress and implemented actions will be produced alongside a strategy that embraces the SU.</p> <p>RESOLVED: The Corporation approved that the ten recommendations are broadly suitable and the SLT to come back to the Working Group and to the Corporation on the place of the SU within the College.</p>	SLT
15.	<p>Report from the Audit Committee 23 November 2016</p> <p>The report was taken as read. The Chair of Audit reported that the Internal Audit Report year ended 31 July 2016 not as strong as previous years and this was specifically due to pressures on staff time. Otherwise it is a strong report. The Corporation recognised the loads on management and the Vice Chair asked how much related to the Head of Finance being out of the College due to an operation. The VP CS confirmed that he had back filled the role during the absence. The Corporation questioned how many of the outstanding audit points were high priority and the VP CS confirmed that all high points had been cleared. It was agreed that this is the main priority.</p> <p>RESOLVED: The Corporation approved the signing of the Annual Report of the Audit Committee. Proposed: DG; Seconded: SW; CARRIED</p>	
16.	<p>Report from the Finance and Human Resources Committee 23 November 2016</p> <p>The Corporation took the report as read. The Vice Chair noted that the section relating to Acquire had been moved from review of effectiveness to the irregularity section of the accounts [from pg.18 to pg.20] at the request of the external auditors. Apart from this change and a couple of typos the accounts remain the same as those presented to the Corporation.</p> <p>The Vice Chair noted that a statement had been produced by the VP CS relating to the breach of the Financial Statements in payments on account to Acquire and this had been sent by the VP CS to the SFA and both sets of auditors. The Chair of Audit had overseen this process.</p> <p>RESOLVED: The Corporation approved the College year-end audited accounts 2015/16 including financial statements and external auditors' management letter</p> <p>The College approved the Student Union accounts 2015-16 and budget for 2016-17. Proposed: PF; Seconded: GH; CARRIED</p> <p>The Corporation noted the letter and data from the SFA and the confirmation of Satisfactory Financial Health.</p>	
17.	<p>Report from CQS Committee 24 November 2016 To approve:</p> <p>The Corporation took the report as read.</p> <p>The VP EES provided an overview of the HEFCE requirements from governors on</p>	



	<p>HE and the CQS's approval of the processes. RESOLVED: The Corporation approved the CQS's decision on the HEFCE quality assurance sign off and QIP on HE from governors. Proposed: PF; Seconded: DG; CARRIED</p> <p>The Chair of Corporation pointed governors to the lesson observation paperwork appended to the CQS report and the thorough processes and systems the Quality Manager has in place this term. He noted the importance of governors going along to lesson observations and thanked the Quality Manager for his effective work.</p>	
18.	<p>AOB There were no items raised.</p>	
	<p>Strategic Away Day 10 March 2017 (details tbc) 26 April 2017 – 12.30-14.00 Student Voice Session; Corporation meeting 14.00 start 6 July 2017 – 13.00-14.00 Board development; 14.00 Corporation meeting</p>	

Staff and students depart

Open part of meeting closed at 17:35

