

CORPORATION MEETING

DRAFT MINUTES

Date	Thursday 10 December 2015	Time	14.45 – Ofsted Prevent training 15.00 - Meeting
Venue	Station Plaza Boardroom		
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 (Wendy Bennett); Dr Diana Garnham; Simon Hubbard; Graham How; Vic Kempner; Ken Melsom; Professor Chris Pole; Derek Stevens; Student Governors (Lawrence Calton and Reef Atkinson); Sue Walton; Harry Harris

In attendance: Caroline McKiddie; Deputy Principal and CEO (James Mettyear); VP Corporate Services (Biram Desai); VP Enterprise, Employment and Skills (Dan Shelley); Student President (Bradley Toft)

Apologies: Harry Harris; Deputy Principal (James Mettyear)

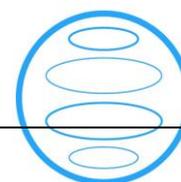
The 14.15 update on the Ofsted Common Inspection Framework (CIF) led by James Mettyear was postponed. The Corporation received an update on Prevent led by Vic Kempner.

Attendees for Prevent update: KM, DS, CMc, SW, TC, PF, GH, DG, LC, RA, BT, WB, CP

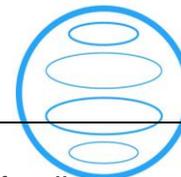
Action: The Corporation suggested a future safeguarding audit with a focus on Prevent by the internal auditors would be beneficial for the College. The VP EES confirmed that Prevent is on the risk register. The Vice Chair suggested that the updated Safeguarding Policy is in place for January CQS Committee rather than March 2016.

The new Student Governors Reef Atkinson a Level 3 Business student in his first year and Lawrence Calton, studying on the Access course and governors introduced themselves.

	Item	Action
1.	Apologies Apologies received from Harry Harris.	
2.	Declarations of Interest Simon Hubbard declared an interest as an employee of Hastings Council. Caroline McKiddie declared an interest as an employee of East Sussex County Council (ESCC). 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.	Chair's Introduction The Chair thanked the Corporation and SLT for their work this year. The focus has been on area reviews which will be considered further under the Principal's briefing. The Chair thanked the hospitality students for their Dundee cakes and the Principal for	



	hosting the Christmas dinner in Coast.	
4.	Membership Matters The election of Lawrence Calton and Reef Atkinson as Student Governors was noted.	
5.	Minutes of the last meeting RESOLVED: The minutes from the meeting held on 7 October 2015 were agreed as a true and accurate record. Proposed: SH; Seconded: VK; CARRIED	
6.	Matters arising on the minutes The Chair noted that the actions were completed or in progress. The consultation document on changes to FE funding methodology has not yet been circulated. There has been no feedback from the AoC about the changes. Points raised: <ul style="list-style-type: none"> • The 11-16 school option. A meeting with ESCC took place with the Principal; ESCC are still looking at data around unmet needs. A future meeting will take place on the 16 December for ESCC to share analysis, look at unmet need and whether the College can play a part. • The Chair passed on his thanks to CMc for sending through the Travel to Learn document. 	
7.	Principal's briefing The Principal took the report as read. Highlights included: <ul style="list-style-type: none"> • The small percentage (7%) of 17 year olds taking apprenticeships is an area of concern for the government. A panel will review the feasibility of students studying for a one year course at college with clear guidance to progression to apprenticeship routes. The area review has flagged up that colleges are delivering the majority of apprenticeships. DG provided an update on the planning period for the levy on apprenticeships with an expected skeleton programme in place for 2017 with full implementation in 2020 • The Corporation queried whether the College would extend its traineeship offer • Free schools. There is one possible free school considered for Hastings. There is already a studio school in Rye and a free school in Eastbourne. • There is a sizeable operating surplus for 2014-15 which will provide satisfactory or a possible good financial health scoring • Both auditors are presenting an unqualified audit opinion. • The overdraft limited reduced to £1.5million and a good relationship continues with Barclays • Estate work is progressing well, particularly the learning hub around directed learning on the ground floor • Impact of the College's restructure - there is no consistent significant impact on performance. Staff members are incredibly busy and managers are busier than they have ever been with many working unpaid hours to meet the increased workload • The learning, assessment and teaching framework is the tool used to improve teaching and learning strategies. There are two student surveys carried out through the year, 2000 responses have been received to date. The second part of the framework is formal peer observations • 16-18 enrolments are buoyant, 150 learners up from the previous year. It secures the baseline funding for 16-18 for academic year 2016-17 • Classroom size has increased to 16-17 • Less students left the College in the Right Choice period this year • Curriculum planning will be completed by mid-February. Class size will need to 	



move up from 16-18

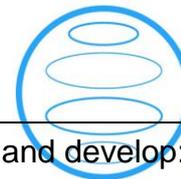
- Comprehensive Spending Review – an overview of impact on the funding was provided (see full report for details)
- The government's apprenticeships target remains 3m by 2020. The apprenticeship levy is an area of concern for the College
- Institutes of Technology. SLT is keeping up to date on the government's commitment to specialisation to FE
- 19+ students wanting to study a second level 3 qualifications or above will need to take out a student loan. This is a significant risk for the College
- HE. The removal of student numbers cap and the introduction of maintenance loans for students were noted
- Significant risks in the sector were noted. Funding cuts from BIS were not as severe as expected, however the cash settlement won't reflect inflation; there is a falling demographic for 16-18s; students moving to 19+ loans may lead to a drop in the number of adults studying
- 16-18 allocation will be received in January and Adult Skills budget in March
- The Comprehensive Spending Review was not as bad as anticipated for FE but it does come with risks and challenges

Area Review update. The Principal reported on progress since the last meeting.

- The Principal and Chair met with local colleges to discuss collaborative working
- The review is about finance and colleges being financially resilient
- The decision sits firmly with each Corporation whether or not to accept the findings of the area review. There will be no bail out money for colleges who refuse to take on recommendations
- Feedback meetings have taken place at the College and robust debates took place around federating with a local college
- Site visit – the purpose was to gather information. All conversations were around risk management. The advisors investigated whether the Corporation and College management are clear on the risk it faces and the mitigations in place
- Steering group 2 was curriculum based. Key conclusions were - the majority of colleges are good or better as judged by Ofsted; the curriculum serves communities well, however there are gaps in provision in level 4 and 5; the majority of students go to their local college; the majority of apprenticeships are delivered by colleges not training providers; there was a lack of data around the skills and needs of the area and this is being followed up by the area review team
- There was nothing profound coming out of steering group 2

The Chair reported as follows:

- A lot of work has been done by the SLT and the Chair thanked them for their work to date
- The Chair reported on progress to date around the area reviews. He reminded governors that following on from the last Corporation meeting it was agreed that because of the area review and Comprehensive Spending Review and the impact that this would have on the future sustainability of the College as a "stand-alone unit" it was decided to explore a collaborative model, a federation with neighbouring colleges. Bexhill College has had a negative response to collaboration. Plumpton, SDC and SCC met prior to the Area Review meeting last week and there was nothing in Plumpton's vision that would benefit collaboration with them. They, however, felt that they would/could see a benefit in affiliating to a federation of SCC/SDC.



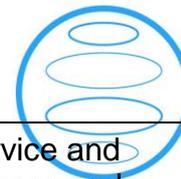
- The current plan is to embark upon a journey with SDC to explore and develop:
- Our vision for a federation
- If and how it will benefit both organisations
- Most importantly how it will benefit the students of both colleges
- The plan is:
- Firstly – a working party with a group to work on behalf of the Corporation to work with SDC in our joint discussions. The composition of this working party has been agreed with the Chair and Principal of SDC. To be of a workable size it was decided to have no more than 8 members, 4 from each college. This will be the Chair, Vice Chair and Principal of each college plus one other governor. This would leave it open for any governor who feels she/he could contribute in a positive strategic way to the journey of exploration that this working group would undertake. It was agreed that the Chair would make the final decision on membership of the working party. There will be continuous feedback from the working party and any final decision on the way forward would be considered and decided by the full Corporation.
- The Chair noted that the Corporation and SLT would need to define its vision for a federation. The 11 January Strategy Day will be used to explore what a federation might look like for us, and what we'd like the benefits to be. An independent person, David Smith, will meet the working party and facilitate the working party. Following this working group to meet the working group from SDC. This will be an important initial meeting where both corporations will come together. The first job will be agreeing terms of reference. This will be around how together we can explore and develop a federation that benefits both colleges and students. The outputs of this we will review at the full corporation. Their second task will be to look at the findings from David Smith's work on what a federation looks like and explore any connectivity between the individuals. The third task will be to ask the principals to draw up a detailed plan and timeline which would be presented to the full Corporation for their decision. The Chair stressed to the Corporation that it is a journey the Corporation needs to take collectively to discover the advantages, or not, of working closely with a neighbouring college in order to discover what tangible mutual benefits we can achieve. He noted that if at any stage there is any risk to the on-going success of the college then it would be the Corporation's duty to withdraw from it. It is important that the Corporation approach this with an open mind and a desire to ensure the best for the present and future students in Hastings and Rother.

All

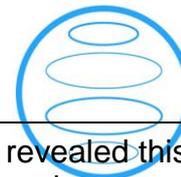
Clerk

A discussion took place and the following points were raised:

- One governor disagreed with the idea of setting a working party in motion prior to the Strategy Day on the 11 January. The Principal noted that working group would not convene before this date
- One governor asked for copies of SDC prospectus to be available at the Strategy Day. The Clerk to action
- One governor reported that the SLT's time will be bogged down with the work involved. The Chair noted that the Principal and his team are aware of the work ethic involved and the Corporation are aware of the risk and will monitor it
- One governor reported that the Corporation's overall approach is to ensure and oversee an excellent and sustainable service for the communities the College serves. You can't know what you think until you have gone through the exercise of the pros and cons. In view of the government, funders and local authorities, whatever the Corporation's choice of model is it has to



	<p>demonstrate and justify its conclusion based on the impact of service and financial sustainability. There is no choice but to support the process and move forward with it and see how it pans out at the end</p> <ul style="list-style-type: none"> • One governor noted that the Corporation needs to trust the working party to have the questioning mind to take plans forward effectively <p>RESOLVED: The Chair noted that the Corporation has signed up to the vision of looking at collaboration and the next step is looking at mechanisms to explore and move forward to achieve objectives. It was agreed to support the idea of a working group with Sussex Downs College with the agreed membership plus one additional governor who will be appointed by the Chair of Corporation</p>	
8.	<p>Performance Update Strategic targets for 2015-16 The Corporation considered the strategic targets for 2015-16 and the Principal noted that committees had considered, agreed, and, in the CQS Committee, stretched a number of targets further. The Principal provided an overview of targets for last year noting that last year there were 20 targets in all, 15 were achieved, and some were narrowly missed. The targets unmet were 2.2 - increase in the number of students progressing. 3.3 -16-18 apprenticeship funding. This was mitigated by an overshoot in the adult apprenticeships. RESOLVED: The Corporation agreed with the proposed strategic targets for 2015-16. Proposed: PF; Seconded: DG; CARRIED The Corporation queried objective 2, commercial income and Aquire. The VP CS noted that the targeted income for Aquire for this year is small. The Corporation queried the objective 1.4 and the missed target on level 2 ICT training for staff and whether this impacted on the Capital Strategy roll out. The Principal noted that this related to basic word skills for staff only and did not impact on ProMonitor.</p> <p>The College SAR 2014-15 The Vice Chair reported that he had attended the SAR validation and provided a summary on the report. The proposed grades are 2s for each aspect including overall effectiveness. Within the context of the area reviews and discussion with the area reviewers and with peer review colleagues (East Kent College and Richard Moore) it was agreed to report as a grade 2 rather than a 3. Vocational 16-18 success has improved since last year. The proportion of learners following SSAs that are good or better has risen to 82% and there is significant improvement in overall achievement. The main business of the College is a top end good. This is countered against the A level results and AS in particular which is on a level with national success rates. The significant blow is English and maths. The College has been open and critical in the self-assessment and are realistic that in an inspection the College would be fighting for the grade 2. RESOLVED: The Corporation approved the Self-Assessment Report 2014-15. Proposed: PF; Seconded: DS; CARRIED</p> <p>Strategic Risk Register 2015-16 The Corporation reviewed and agreed the risks recommended for the 2015/16 risk register subject to the inclusion of government policy at an inherent and net risk rating of 25 and 25 bringing the number of risks to 21, 3 of which are overseen by Corporation and the rest between F&HR and CQS. The VP EES noted that the risks have been included and considered by committees prior to finalisation of the register.</p> <p>Key Performance Indicators Dashboard The SLT summarised as follows:</p> <ul style="list-style-type: none"> • Sick days per person is low 	VP EES



- Staff turnover has spiked with 11 individuals leaving. Exit surveys revealed this was due to career enhancement, receiving grade 4 in lesson observations, being unsettled by funding cuts and annual restructuring in FE
- 2 individuals are due to start performance management. The Corporation suggested breaking this data down between teaching and non-teaching staff.
- Learning, observation and teaching grades are improving. 30 staff were graded 3 or 4 last year. 60% of these are now at good or better, 4 have left and the others are in support or performance management. 90% of teachers are on good or better which is encouraging
- The Chair reminded the Corporation about the importance of outside moderation which the DP is organising
- Total college income is meeting the year to date target
- The College is budgeting to achieve £21m this year and is slightly ahead of year to date target
- 64% staff costs as a % of income is on target to achieve
- There is a good enrolment position with 100% achievement by year end
- 16-18 apprenticeships and the adult skills budget – both streams are set to achieve 100% target
- The bank balance is good
- Learner responsive retention is slightly above target
- Right Choice period withdrawals have decreased since last year
- Apprenticeship data is positive, 2015-16 end dates are progressing well. Student attendance is the same as last year at 85% Further interventions are taking place particularly around English and maths
- The FE Choices for learner satisfaction has just opened, last year it rated around the medium mark and the Employers survey went up last year

The Corporation queried how student attendance was marked during industrial action and the VP EES noted that it is classed as authorised absence.

Quality Improvement Plan (QIP)

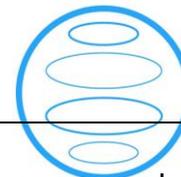
The Vice Chair reminded the Corporation that the QIP identifies the key strategic areas for improvement coming out of the SAR. There are significant actions for English and maths and curriculum areas which performed below target in 2014-15. The Colleges' strategy around work experience and employment is an area of focus. The CQS Committee requested that a leadership and management section is included and this will be added for the next meeting of the CQS Committee in January. The Corporation discussed the recruitment of maths teachers and the Principal noted that the College has lost a grade 1 A level maths teacher and two other maths teachers since the start of term. The Vice Chair noted that through the Vertical Educational Partnership (VEP) the College can tap into the School of Education to see if any trainee teachers would like to go into FE instead of schools. The Principal noted that the College is also looking at growing its own maths teachers through financial incentives. Northern Ireland, Canada and New Zealand have an excess of teachers in English and maths and the Principal agreed to follow up as well as looking at targeting current and past primary school teachers.

Principal

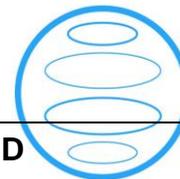
Management Accounts – October 2015

The VP CS summarised the accounts and the Corporation reviewed the full year budget (p.4). It has been a good start to the year and the VP CS assured the Corporation that the accounts will be closely monitored through the year. A full year rolling cash forecast was looked at (p.12).

The VP CS noted the financial health methodology changes proposed for next year



	<p>and the introduction of FRS102. The Vice Chair asked if the November accounts will provide a review of the year end forecasts and the VP CS confirmed that they would.</p>	
9.	<p>Student Governors Report The Student President reported that the Students Union is now up and running with a 50% attendance rate to meetings and 10 out of 13 posts filled. The Union is ready to set aims and objectives based on student body demand for 2015-16. 50% of courses are now represented and there have been variable attendance rates at meetings. The Student President is looking at reviewing the Student Union Constitution and has received an NUS model union constitution. The College's union is autonomous from the NUS and the Student President is looking at how it can best meet the needs to of the students. Keith Brister is working with the Union on a student focus group with a representative from each subject area and SLT in attendance. The aim is to receive core honest feedback in an informal setting. The Student Governors reported they are looking at A level timetabling and the limited number of tutors for Access students and will follow up with the Deputy Principal. The Corporation noted that they were interested to hear about student activities and the student voice through the student governors. CP noted that contacted the Student Union at City College Brighton may be useful for the Union.</p>	
10.	<p>Report from the Audit Committee 25 November 2015 The Chair of Audit reported that the Committee had welcomed the Staff (support) governor and the student governor to the last meeting. A full discussion on Acquire had taken place. Both sets of auditors had discussed the future of FE with the Committee and the future risks for both the college and the sector.</p> <p>RESOLVED: The Corporation considered and approved the Annual Report of the Audit Committee. Proposed: DS; Seconded; LC; CARRIED</p> <p>The Chair of Audit noted that the Committee had considered and recommended to approve the external auditors' report and management letter and this will be approved under item 11.</p> <p>RESOLVED: Subject to updating references to the Principal and reviewing whether sessional staff/students/contractors have a whistleblowing procedure and including either a reference to the individuals or a link to the relevant policy the Corporation approved the Whistleblowing Policy. Proposed: DS; Seconded: SW; CARRIED</p> <p>The Corporation noted the Internal Audit Report y/e 31 July 2015.</p>	VP CS
11.	<p>Report from the Finance and Human Resources Committee 25 November 2015 The Corporation considered the College year-end audited accounts 2014/15 including financial statements and external auditors' management letter. They noted the excellent accounts and thanked the VP CS and the team involved in the production of the accounts. They noted that there was an unqualified opinion from both sets of auditors.</p> <p>RESOLVED: The Corporation approved the College year-end audited accounts 2014/15 including financial statements and external auditors' management letter. Proposed: DS; Seconded: SH; CARRIED</p> <p>RESOLVED: The Corporation approved the existing Financial Regulations (including Whistleblowing Policy dealt with under item 10c) and noted that there</p>	



	<p>were no changes proposed. Proposed: KM; Seconded: PF; CARRIED</p> <p>RESOLVED: The Corporation approved the revised Pay Policy. Proposed: KM; Seconded: DS; CARRIED</p> <p>RESOLVED: The Corporation approved the revised Health and Safety Policy. Proposed: KM; Seconded: DS; CARRIED</p>	
12.	<p>Report from CQS Committee 26 November 2015</p> <p>The report was noted. The Corporation commented on good enrolment for this year and congratulated all concerned. It was noted that there is a significant improvement in the number of A level enrolments.</p>	
13.	<p>AOB</p> <p>There were no items raised. [After note: For future meetings the Clerk will call for AOB items prior to the meeting]</p>	
	<p>Meetings for 2015-16</p> <p>Strategy Day 11 January 2016; Strategy Day 11 March 2016; 27 April 2016; 29 June 2016.</p>	

The Chair thanked everyone for their contributions and particularly chairs of committees and SLT. It was agreed it had been a good year to date for the Corporation led by the Chair, the excellent quality of papers from the SLT and the transition to electronic meetings.

The Corporation thanked the Principal and the Chair for all the time they have committed to the area review process.

Meeting closed at: 16.49

Attendance for 2015-16:
Meeting length: 1hr 49mins