

CORPORATION MEETING

DRAFT MINUTES

Date	7 October 2015	Time	13.00 – Prevent training 14.00 - Meeting
Venue	Station Plaza Boardroom		
Chair	Tony Campbell OBE KSG FRSA		

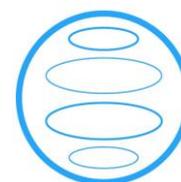
Membership: Tony Campbell OBE KSG FRSA (Chair); Pat Farmer (Vice Chair); Principal (Clive Cooke); Staff Governor (Wendy Bennett); Dr Diana Garnham; James Harris; Simon Hubbard; Graham How; Vic Kempner; Staff (Support) Governor (Debbie Baldock-Apps); Ken Melsom; Professor Chris Pole; Derek Stevens; Student President (Bradley Toft); Sue Walton
In attendance: Caroline McKiddie; Deputy Principal (James Mettyear); VP CS (Biram Desai); VP Enterprise, Employment and Skills (Dan Shelley); Fred Carter (Vice Principal NESOCOT, Epsom College of FE)

Apologies:

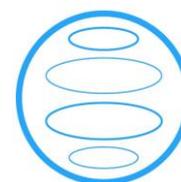
At 13.00 governors attended Prevent training facilitated by Jo Ferris from Thames Valley Police. (Attendees: Sue Walton, Simon Hubbard, Ken Melsom, Vic Kempner, Graham How, Dr Diana Garnham, Wendy Bennett, Tony Campbell OBE KSG FRSA, Caroline McKiddie, Pat Farmer, Derek Stevens, Harry Harris, Vicky Chainey, Katie Jackson).

The Corporation questioned how they would implement the some of the areas of duty assigned to governors. Jo Ferris reported that governor's duty went as far as reasonably practical. Governors noted their difficulty in signing off the part of the agenda on values.

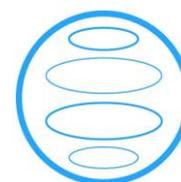
	Item	Action
1.	Apologies There were no apologies received.	
2.	Declarations of Interest Simon Hubbard declared an interest as an employee of Hastings Council. Ken Melsom declared his directorship of Hastings Plaza Trading Ltd. Pat Farmer declared his interest as a member of the Hastings and Rother Task Force. Sue Walton declared she was an employee of Pestalozzi. Caroline McKiddie and Harry Harris have a declared an interest as employees of East Sussex County Council.	
3.	Chair's Introduction The Chair reminded governors about confidentiality of the agenda. The Chair introduced new governors Caroline McKiddie, Debbie Baldock Apps (Staff Support Governor), Bradley Toft (Student President) and Professor Chris Pole.	



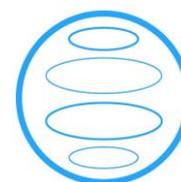
4.	<p>Minutes of the last meeting To consider and approve the draft minutes of the meeting held on 24 June 2015. The Clerk agreed to correct one typo on p.3 second paragraph RESOLVED: The minutes of the meeting held on 24 June 2015 were agreed as a true and accurate record. Proposed: VK; Seconded: SW. APPROVED</p>	Clerk
5.	<p>Matters arising on the minutes SW invited all governors to the Pestalozzi Leavers ceremony scheduled Monday 27 June 2016 in the evening. All items on the action list were noted as completed or in progress.</p>	Clerk
6.	<p>Principal's briefing The Principal took the report as read and highlighted a number of items as follows:</p> <ul style="list-style-type: none"> • Changes in funding methodology. The consultation document is due to be launched by Christmas. A few metrics are marked for change and the change of methodology to size of borrowing against turnover will negatively impact on the College's financial health and may move it to inadequate in 2016-17. The Principal and VP CS met with the SFA who suggested that it is unlikely to shift from the consultation proposal. Governors questioned the reasoning for changing the methodology. The VP CS reported that the driving force is the banks. Governors felt that the changes would introduce a meaningless measure. It was suggested that the financials have been changed to link with the area reviews and recommended outcomes. SW noted that the College and Corporation should be prepared to address the proposals robustly. She noted that the banks are independent and beholden to their shareholders and the College should push back on the proposals as far as possible. The Principal assured the Corporation that when the consultation is published the College will argue fully. The Corporation asked what back up there is for colleges who do not accept recommendations from the area reviews and are failing. The Principal reported that very few colleges have collapsed and provided the example of K College where the government picked up the debt. It was noted that legislation is being drafted to allow debt to be written off in mergers. • Local Enterprise Partnerships SE LEP is divided into 3 areas. The LEP agenda is rising and it is anticipated that increasing amounts of money will be delegated to the LEP. The Principal reported that the College needs to stay close to the SE LEP and currently has a good and supportive relationship with the Chair of the East Sussex LEP. HH reported on the recent news around SE LEP and noted that Peter Jones is no longer the Chair and an active process for recruitment is underway • Enrolments Full time 16-18 recruitment currently stands at 1749 (against a target of 1541. This provides a decent buffer for the Right Choice period. The College is optimistic about achieving f/t 16-18 EFA targets based on enrolments to date. . All other funding streams are where they should be. Apprenticeships are ahead of profile. • Restructuring impact In response to the Corporation's request for feedback on the impact of the last restructure the Principal noted that it is too early to make any significant comment. The majority of managers were retained during the 2014-15 restructure and there are no measurable signs of a negative impact to date. The DP has set up a senior manager group to tackle operational issues around the strategic plan. Managers are busier than ever 	



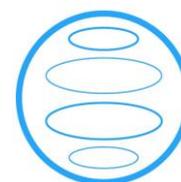
	<p>with teaching commitments and it is hard work that gets the job done. It is difficult to see where further cuts can be made with managers and the curriculum.</p> <ul style="list-style-type: none"> • Career development and employability This area of work at the College requires improvement due to the inconsistent delivery and student participation across the College. The SLT want to see it operating in all areas of the College 5 days a week and work is being carried out to achieve this. Full details and improvements will be reported to the CQS Committee • Careers Education, Information, Advice and Guidance (CEIAG) is consistent across the College and working well. Governors questioned why the last FE Choices survey showed CEIAG as a poor performing area of the College. The DP reported that the College follows how CEIAG and Career Development and Employability will be addressed by Ofsted. He noted that nationally it is the lowest satisfaction score for FE and the VP EES reported that the timing not sensible for the FE Choices survey with a number of student activities have not been carried out by the time of the survey submissions. The Chair reminded the Corporation that the College achieved its Matrix Standard in May 2014 which is the benchmark for best practice. The Chair of Corporation noted that he had agreed to include employability as part of his CEIAG link governor role and will now be link governor CEIAG and Employability. 	
7.	<p>Curriculum, Quality and Standards</p> <p>The Chair reported that CQS was due to be the main item of business on the agenda but due to the area reviews this has been reduced. The Chair of CQS noted that detailed concerns will be addressed at the Self-Assessment Review (SAR) and the CQS Committee. He noted that the Corporation must not take its eye off the ball around the performance of students.</p> <p>The DP reported that success rates have moved on positively and there are more results on the system since the Corporation report was published. Highlights include:</p> <ul style="list-style-type: none"> • 16-18 vocational learning has improved substantially with the majority of learners on courses that are good or better rising to 77%. Vocational success rates and progression are robustly good. • English and maths Functional Skills have declined from the previous year but are still above national rates. There were significant issues last year around management of the area. A-G success rates are fine, but A-C was poor in both English and maths and is being reviewed urgently. • 19+ classroom based learning is marginally down and analysis is going on currently. The DP reported that there are a number of good reasons for the decline • A reduced number of learners were removed in the Right Choice period (338 from the previous year reduced to 100 last year) and staff involved in vocational learning should feel very proud • There have been some very marked improvements in weaker areas of the curriculum • In academic learning A level provision constitutes 11% of enrolments and success rates are high but Value Added is low. There has been a drop in AS which brings it down to the national average. <p>Governors asked if there is a national average for the proportion of learners</p>	



	<p>achieving good or better results and the DP confirmed that there isn't but that the College was aiming for a higher target.</p> <p>Governors noted the disappointing results for Functional Skills and questioned what success would look like this year. The DP reported that A-C needs to hit at least 35% which is the national average and there is a much better chance of achieving this year. He noted that the College did not fare well in the county results.</p> <p>The Vice Chair noted that the CQS Committee will see the forensic analysis from the DP about what the College is doing well at and what are the issues and will focus very clearly on the areas for improvement.</p>	
<p>8.</p>	<p>Student President's briefing</p> <p>The Student President reported that his role is positive and going well. He is in the process of building the union up and is running elections and running course rep training. The students are very enthusiastic and want to make a positive impact. The Student Union Constitution will be reviewed with the NUS with the aim to review the number of posts offered to make it more effective. A redesigned annual plan, giving less meet ups with staff and student members but making them more effective is being rolled out. BT's personal goal for the year is around social and recreational time for students at Ore and Motor Vehicle to go alongside their study. There is a plan to get student feedback on facilities for students. Governors asked if Walks and Talks would be running this year and BT reported that there is a participation plan and he has amalgamated the meet ups, mini meet ups and informal times with course reps. The Chair of Corporation thanked the Student President for his report and extended support for the role through the Clerk.</p>	
<p>9.</p>	<p>Interim Strategic Plan 2015-18</p> <p>The Chair thanked all governors who had fed into the consultation during the one week period. He noted that key information around area reviews had been taken into account and that the Principal had consulted with staff and students.</p> <p>The Principal reported that the majority of members had provided detailed feedback and nearly all suggestions have now been included in the latest draft. Questions of clarity have been covered in personal responses.</p> <p>The Principal noted that the Corporation agreed with the structure, content and strategic direction and no member was in disagreement with any part of the plan with feedback focused around scope and depth. The essence of the area review document was clearly understood by Corporation.</p> <p>The Plan is interim due to the changing landscape of FE with the area reviews and any fundamental shift will come back to the Corporation for review.</p> <p>There are 2 drivers to the Plan – finance and quality.</p> <p>Finance – The College has a good relationship with Barclays who view the College as being in a good place financially at the end of 2014-15. However there are significant financial risks going forward with the consultation around the funding methodology and the reduction in funding for FE.</p> <p>The Principal reported that there was a trend to the feedback that the College has not laboured opportunities enough. He explained that the opportunities considered need to be risk assessed and these will come through both the CQS and F&HR Committee.</p>	<p>Principal</p>



	<p>The Vice Chair questioned the 11-16 school option and asked if it is being viewed as an immediate opportunity? The Principal reported that the College understands that there may be a need for additional school places for particular cohorts of students and the SLT will review further by speaking with the Head of Children’s Services. It was agreed that this should be explored to provide further information and that the College has a duty to consider diversifying because of the potential to meet the needs of the community and financially.</p> <p>The Principal agreed to correct a typo on p.8.</p> <p>The Vice Chair questioned why International has been dropped from the potential for growth section and the VP EES reported that the UK Visa Agency has implemented changes which make it very difficult to grow an international cohort. The VP EES reported that the Plan won’t reflect reality and the Head of International will continue to look for opportunities. SW confirmed that Pestalozzi are experiencing severe difficulties with the UK Visa Agency and can’t see the situation improving. The Deputy VC UoB reported that it has achieved its international numbers but at a considerable cost and will be maintaining but not increasing its cohort next year.</p> <p>RESOLVED: The Corporation approved the Interim Strategic Plan 2015-18 (with the understanding that the Plan is interim due to the outcome of the area reviews). Proposed: SH; Seconded: PF; CARRIED</p>	<p>Principal</p> <p>Principal</p>
<p>10.</p>	<p>Area Reviews and their likely strategic implications</p> <p>The Chair reminded all governors about the commercially sensitive nature of the item and asked all governors to maintain full confidentiality. He introduced the item covering the following areas:</p> <ul style="list-style-type: none"> • By not including schools into the review it is impossible for an effective process to take place in Hastings and Rother due to the number of sixth forms attached to schools. History in Hastings demonstrates that sixth forms amalgamated into academies have undermined post 16 education in the area • Chairs at the FE Sussex meeting questioned why they are all being lumped in with the coastal LEP and how a discussion can be held with so many parties. Chairs forced the issue that the management of the colleges should be involved in the steering group meetings and Principals are now involved • The decision making rests with the governing body. If colleges don’t follow the recommendations laid down by the FE Commissioner they will not have any help in the future • The review will be very data based and there are concerns about what data is being used. Chairs challenged the security of the data and that it should match the data the college holds. <p>[confidential note]</p> <p>Meetings with Bexhill College, Sussex Downs College, ARK, local MPs and local councils are being organised and will be attended by the Chair/Vice Chair and Principal who will lead on the political agenda.</p> <p>The Vice Chair noted that there will be a Hastings and Rother Task Force meeting on the 28 October and it was agreed there is a need to make it clear to all key parties what is happening so that it doesn’t slip under the radar. Governors noted that it could be an issue that requires a thorough local debate and it would be positive for the College to indicate that it is open to talk to people about the area reviews. It was agreed that the specifics for the College are commercially sensitive and should be kept confidential.</p> <p>The Principal talked the Corporation through the Lynne Tabone (Senior Manager,</p>	



East of England Education Funding Agency) presentation FE Sussex Chairs had recently received. (see full presentation for details)
He noted that the process will work like an inspection with the options emerging over a 4 month window. At steering group 3 the options are already emerging. Steering group 4 is the draft of the final report.
In the review there is a level of granular analysis. At the pilot outcomes showed that there was a lack of analysis to convince Corporation members to adopt proposed options. In order for members for make informed decisions granular analysis is a necessity.

The Executive Summary of the paper demonstrates the consequences of each stage of the review.

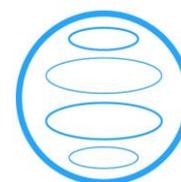
The review will make evidence based recommendations using public data. The first set of data requirements have been sent through with a deadline of 21 days for return.

[confidential note]

The area review pilot was completed in Norfolk and Suffolk. There were 2 GFEs and 3 sixth forms. 7 options were proposed at the end of the process and ranked by impact. The highest scoring outcome was the maximum number of colleges forming a single entity.

The Principal showed a map of the area with colleges in the first wave review included. Discussion included:

- There is a visually obvious cluster with SCCH, Bexhill College and Sussex Downs College
- Governors questioned what the data would say about travel patterns, movement of students and infrastructures
- Governors questioned the Lewes campus of SDC and why UTC and Newhaven as well as sixth forms are not mentioned in the review
- There was a discussion about whether the outcomes might conclude that it is not a geographical solution
- Does the review look at students travelling to areas outside of the review such as Tunbridge
- East Sussex is unique a county in itself, and the College would want the review to focus on that
- East Sussex has a very poor travelling infrastructure for students. Governors questioned whether the review takes into account the demographics and the cost of travel. There is a need to understand the flow of students. How students travel to study and what the implications are. CMc reported that the ESCC produce monthly reports on 16-18 college destinations and agreed to share. It was reported that a review on travel at county level is underway and travel subsidies will be cut from next year.
- DG noted that a review of specialist colleges is underway and discussions around whether their sustainability is a long term option mean they're inclusion in discussions as part of the review may be important
- Potential for partnerships outside FE was discussed



- Discussions around partnerships across to HE was discussed
- Governors asked about technical college opportunities and the Principal reported that the College has joined forces with 6 colleges to form a technical college and has tried to register with the Minister through the SE LEP
- Retaining the identity of the College, serving a diverse provision in a disadvantaged community and not making education more difficult for our residents are all important considerations
- It is very important that there is still a sense of mission about improving and turning round the fortunes of young people in the area
- VK raised the following points:
 - Objectives behind each option need to be precise and measurable
 - It is easy to overstate benefits and savings
 - Benefits and savings can't always be attained or realised
 - Educational and financial aims might be in conflict
 - There are significant hidden costs arising from good solutions
 - Travel costs
 - Not all courses and subject areas require the same number of students and geographical area
 - Playing to ones strengths and using weaknesses as bargaining counters
 - Cultural challenges
 - Nothing is new

CMc

The Principal reported on a site visit template which the College is asked to respond to in time for the site visits on the 2 and 3 November. Draft 1 will be completed by close of play on Monday and will be sent to Corporation members for comments and then reviewed and sent out again for agreement.

The Principal reported that the guidance is still emerging. The first set of information being asked for is the questionnaire and there is no guidance on level of detail which is troubling. Norfolk and Birmingham colleges suggest that colleges tell the review team from the start what you are looking for. The second data set is all information for the site visit and is factual. Birmingham commissioned independent data and the college is looking at this option and will be discussing with FE Sussex.

Principal

Governors questioned whether the amount of cost savings required were available and the Principal confirmed they were not. The review will be looking at whether the curriculum is the right shape and if there is sufficient market demand for the courses on offer. Governors questioned what local market intelligence (LMI) will be used and the VP EES reported it is likely to be the strategies of the LEPs/ESCC and other existing data.

[confidential note]

VK reported that on the 21 October the AoC have a free webinar for around area reviews and structures. [Afternote: VK has circulated a summary of the session]

The Principal and Chair reminded governors about the first area review meeting on the 15 October 19.00 start at City College Brighton and urged governors to attend if

	they were able to.	
11.	AOB There were no items raised.	
	Meetings for 2015-16 10 December 2015; Strategic Away Day 11 January and 11 March 2016; 27 April 2016; 29 June 2016	

Confidential C

12.	Report from the Remuneration Committee The Corporation noted the report from the meeting held of 27 August 2015	Information	Conf.	Chair of Rem Com	Paper
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Meeting closed at: 16.37

Attendance for 2015-16: 100%

Length of meeting: 2hrs 37mins

Impact of governance:

Effectiveness of Safeguarding - Prevent duty training session to update governors on their roles and responsibilities and the Prevent duty. A follow up session will take place on the 10 December and the link governor for safeguarding has included Prevent under his duties. Governors received the following at <http://www.preventforfeandtraining.org.uk/g-what-do-i-need-know>

New Student President in post – the Student President reported on the work he is carrying out to make more effective reporting between staff and students to ensure consistent improvements for outcomes from learners in particular their social and recreational time alongside their study.

Close monitoring and scrutiny around:

- changes in funding methodology
- enrolments and Right Choice period
- impact of the restructuring in the summer period on teaching and learning and staff structures

Learners being prepared for the next stage of their education, training or employment.

Governors ensure that the provision of accurate, timely and impartial careers guidance enables learners to make informed choices about their learning. Update on CEIAG and work experience and employability. Areas the College is carrying out well and areas for improvement. **Action:** the Chair of Corporation to include employability as part of his link governor for CEIAG role. Afternote: the Chair is meeting with the Work Based Learning team and the new Work-Experience Co-ordinator on the 26 November.

Governors focus on consistently improving outcomes for learners. The Chair of CQS noted that the CQS Committee would continue to focus on the improvement of the quality of teaching, learning and assessment and outcomes for learners during the area review period. Report on success rates from the DP. **The strategic priority given to the provision of English and maths to ensure that learners improve their levels of skills compared with their starting points** - Update on English and Maths and focus for governors and SLT in 2015-16 to raise standards.

Approval of the interim Strategic Plan 2015-18 which **focuses on quality and finance.**

FE Area Reviews – Governors are focused and have a deep and accurate understanding on the importance of retaining the identity of the College, serving a diverse provision in a disadvantaged community and not making education more difficult for residents. Governors view with paramount importance the mission of improving and turning round the fortunes of young people in the area.