



**CORPORATION**

**FINAL SIGNED Minutes of the Meeting held on Tuesday 18 October 2016 at 5.30pm  
in the Function Room, Redditch Campus**

**Present**

<b>Governors:</b>	Neill Bucktin	Chair
	Sue Fowler	Vice Chair
	Kevin Gaffney	
	Vikki Greenfield	
	Peter Heath	
	Fiona Hellowell	
	Lucy Hodgson	
	Stuart Laverick	Principal
	Paul McCunn	
	Denis Miles	
	Debbie Morris	
	Robert Pearce	
	Karen Phillips	
	David Rowe	

**Apologies:** Gary Woodman  
Steve Bolton  
Louise Gresty

<b>In Attendance:</b>	Kelvin Nash	Vice Principal Curriculum & Quality
	Nicki Williams	Vice Principal Corporate & Resources
	Cherie Clements	Director of Finance
	Sue Frost	Clerk to the Corporation

**Action**

**17.1 Apologies**

i) Apologies for absence were received from Steve Bolton, Louise Gresty and Gary Woodman.

**17.2 Declarations of Interest**

i) Paul McCunn declared that his wife is an employee of the College. Staff Members and attendees declared an interest in the potential Pay Award and Senior Postholders declared an interest in Remuneration Committee Minutes.

**17.3 Minutes of the Last Meeting**

i) The Corporation **APPROVED** the Minutes of the meeting held on 12 July 2016 as an accurate record for signature by the Chair.

ii) The Corporation **APPROVED** the notes of the Corporation Workshop held on 20 September 2016 as an accurate record for signature by the Chair.

**17.4 Matters Arising**

- i) The Corporation reviewed the Action Points report and noted progress.

The Corporation **MONITORED** action taken and remaining to be taken in respect of Matters Arising from the Minutes of the meeting held on 12 July 2016.

**17.5 Determination of Any Other Urgent Business**

- i) There were no other items of urgent business.

**17.6 PRINCIPAL'S REPORT**

**i) Principal's Update for Governors**

The Principal presented his report which included information on the Blended Learning Consortium, which included 76 partner organisations. News updates included Area Reviews, English and Maths funding implications and Grammar Schools. The Sainsbury Review and Post-16 Skills Plan which contained plans for technical education could have a significant impact on the College.

Governors asked where Stratford Upon Avon College stood in Area Review. The Principal reported that Heart of Worcestershire College had made plain their intention to support Stratford Upon Avon College in the Worcestershire and Marches Review. The Coventry and Warwickshire Review was concluding and it was not known whether the report would support Stratford Upon Avon remaining as a stand alone college.

Governors noted that Russell Jordan HMI had stated that English and maths were not limiting grades but that colleges should be able to demonstrate learner progress. Governors asked whether the College had systems in place to evidence progress. The Vice Principal Curriculum & Quality confirmed that the College had made effective use of initial assessment and diagnostic tests. BKSB diagnostics and in house diagnostic tools would be used each September and March to collect data to evidence progress.

**ii) Curriculum and Quality Key Performance Indicators**

The Vice Principal Curriculum & Quality presented statistics as at 3 October 2016. Students were in their probation period so "retention" was an interim calculation based on withdrawal rates not related to funding. Withdrawal was slightly lower than that in previous years. Complete data was not yet available from the system for Attendance but this was being monitored through manual registers and learning walks. No lesson observations had taken place as this process starts in November.

## Action

### iii) **Financial Key Performance Indicators**

The Director of Finance presented year end data including RAG rated indicators for student numbers, financial outturn (£153k predicted for 2015/16), financial health (good) and bank covenants, with a twelve month cashflow forecast. Bank covenants were being discussed with the banks because the pension deficit valuation at the year-end had caused covenants to be breached. The pension deficit was that calculated under FRS 17 pension accounting assumptions. The March 2016 actuarial valuation showed a more positive position but used a very different method of valuation. Discussions with auditors about presentation in the accounts were ongoing.

The Vice Principal Corporate & Resources was due to attend an FE Auditors Forum on 19 October 2016, where the national position was expected to be discussed. The Vice Principal Corporate & Resources agreed to update Members by email.

VPCR

### iv) **College Strategic Plan 2015/16**

The Vice Principal Curriculum & Quality reminded members that the RAG rated Strategic Plan had been discussed at the Corporation Workshop on 20 September 2016. Of the 47 milestones for 2015/16, 36 were green and 11 amber. In response to a Governor question, the Vice Principal Curriculum & Quality confirmed that 84% had been confirmed for core qualification achievement.

### v) **Health and Safety Update – Term 3 2015/16**

The Vice Principal Corporate & Resources presented the Health and Safety headlines. There had been 51 accidents during the term, all investigated, with no significant cause for concern and most being of a minor nature. Further detail was available on the Governor Portal. There were no current RIDDOR incidents and updated information was provided about a RIDDOR incident from December 2015. A Governor asked what the trends were and the Vice Principal Corporate & Resources confirmed that full report on the Governor Portal included trend data and analysis. The Vice Principal Corporate & Resources agreed to include brief trend data in the Health and Safety Update in future.

VPCR

The Corporation **RECEIVED** the Principal's Update and **MONITORED** progress against targets.

## **KEY STRATEGIC ITEM – COLLEGE SELF ASSESSMENT**

### 17.7 **College Self Assessment Report**

- i) The Vice Principal Curriculum & Quality presented the College Self Assessment Report (SAR) which was the top level document flowing from course reviews, Programme Area reviews and Directorate reviews. Russell Jordan HMI had reviewed it in his support and challenge meeting on 21 September 2016. The Vice Principal Curriculum & Quality thanked the Corporation Members who had attended the Self Assessment Report validation event on 27 September 2016. The grades awarded reflected those of the recent Ofsted Inspection, with the exception of the adult market which analysis had shown to be at a "good" (Grade 2) standard.

The Vice Principal Curriculum & Quality agreed to add College learner number totals to the table on p35 of the pack.

The Corporation **CONSIDERED AND APPROVED** the College Self Assessment Report for 2015/16. (The governance statement within the SAR was a separate Agenda Item.)

**ii) Post Inspection Action Plan**

The Vice Principal Curriculum & Quality reminded Members that the RAG rated Post Inspection Action Plan was intended to be a short lived plan to address issues identified by Ofsted in the short term, with outstanding points flowing into the College Improvement plan from 2016/17. Russell Jordan HMI had reviewed progress in his support and challenge meeting on 21 September 2016. Of the 56 actions agreed, 37 were green, 8 amber and 11 blue (not relevant at the time of writing).

The Corporation **MONITORED** progress against the Post Inspection Action Plan.

**iii) College Improvement Plan**

Members were reminded that a revised version of the College Improvement Plan had been emailed after distribution of the packs. The Vice Principal Curriculum & Quality presented the College Improvement Plan which included termly milestones which would be RAG rated for monitoring. The plan was the culmination of the Self Assessment Report process, being designed both to share good practice and to address weaknesses identified. The milestones were smarter and were attributed to named members of staff. It also carried forward the amber and blue rated actions remaining from the Post Inspection Action Plan.

Governors challenged management to state what caused the most worry and explain the impact of the plan on it. The Vice Principal Curriculum & Quality identified English and maths and explained that the actions already taken and proposed to improve attendance and achievement of the Study Programme elements would have an impact. However, the number of students required to study GCSE had risen from 700 to 3000 over the last two years and 80% of this cohort had scored at level E in diagnostic tests. The Staff Governor commented that some Access Students with GCSE lacked the ability to write and structure work. The Principal stated that even if Study Programme requirements were met, there was a fear that some students would not turn up to sit the exam.

Governors asked if there were exemplar colleges doing better with English and maths. Truro College achieved highly but was selective about student admissions, which was not the ethos of Heart of Worcestershire College. The Vice Principal Curriculum & Quality confirmed that he had met with good and outstanding colleges to learn from good practice but that most still had English and maths issues. The Principal added that the South West seemed to fare better, but had a tertiary education system.

**Action**

Members had reported some difficulties with the email links during the week some of which had been addressed by IT support. Members were also having problems caused by direct email of the confidential packs which were then not on the College iPads. The Clerk to the Corporation explained that the link through to the portal had been a Governor request (which seemed to be an issue when opened from a laptop) and asked for feedback by email so that solutions could be identified.

**Members  
CC**

The Corporation **CONSIDERED AND APPROVED** the College Improvement Plan for 2016/17. It would be discussed with Russell Jordan HMI, be monitored by the Quality Group and next reported on to Corporation in the spring term.

### **TEACHING LEARNING AND ASSESSMENT**

#### **17.8 College Strategic Plan 2014 – 2017**

i) The Vice Principal Curriculum & Quality reminded members that the Strategic Plan had been discussed at the Corporation Workshop on 20 September 2016. The Corporation was being asked to formally approve the milestones for 2016/17 which were largely unchanged from previous iterations of the plan.

ii) The Corporation **APPROVED** revised College detailed strategic objectives for 2016/17.

#### **17.9 Teaching, Learning and Assessment Strategy 2016/17**

i) The Vice Principal Curriculum & Quality presented the Teaching, Learning and Assessment (TLA) Strategy which set out how the College would seek to enhance learning and maximise learner progress. A range of mechanisms would be used to monitor and evaluate progress, including Student feedback, learning walks, lesson observations, Advanced Quality Practitioner support, Department Management Team meetings, Self Assessment reviews, Teaching Assessment Learning and Quality (TALQ) meetings and HE peer observation. Governors could appreciate the impact of this approach by participating in the Governor Insight Scheme where they were able to do so.

ii) The Corporation **APPROVED** the Teaching, Learning and Assessment Strategy for 2016/17.

### **FINANCE AND MANAGEMENT INFORMATION**

#### **17.10 Financial Statements**

i) The Director of Finance presented the Statement of Comprehensive Income, Statement of Changes in Reserves, Balance Sheet and Statement of Cash Flows from the draft Financial Statements with restated figures for 2014/15 to reflect the transition to FRS 102. Underlying Operating Surplus was £153k compared with a budget of £208k. The Local Government Pension Scheme (LGPS) valuation had increased the pension fund deficit from £21.0m to £28.1m with the increase being reflected in the Statement of Comprehensive Income and through the Balance Sheet. The auditors had concluded their final visit.

- ii) The Corporation **RECEIVED** extracts from the 2015/16 Financial Statements and **NOTED** that the full draft accounts would be presented to the Audit Committee on 7 November 2016.

**Action**

**CC/VPCR**

## **PEOPLE**

### **17.11 Safeguarding Policy and Managing Allegations Policy**

- i) The Vice Principal Corporate & Resources reported that the Safeguarding Policy had been updated in line with the Department for Education's "Keeping Children Safe in Education" statutory guidance issued in September 2016. Changes to the "Managing Allegations" Policy were minor and changes from both previous policies were highlighted for ease of review. The Corporation noted the potential high level involvement of the Corporation Chair.
- ii) The Safeguarding Champion stated that increased central government requirements, for example with Prevent, Looked After Children and Family Front Door, put pressure on College resources. A new Director would start shortly at the County Council with responsibilities including Safeguarding and Looked After Children and the College could consider meeting them. The Staff Governors reported more evidence of family breakdown and social services involvement and the Vice Principal Corporate & Resources stated that the College had 96 Looked After Children learners.
- iii) The Principal stated that misuse of technology was also a safeguarding concern. The College was able to monitor internet usage and had invested in a new e-safe monitoring package. It was identifying large numbers of hits but resourcing this effectively was difficult.
- iv) There was a legal requirement for Governors to have read Part 1 of the "Keeping Children Safe in Education" statutory guidance and to receive annual Safeguarding training.
- v) The Corporation **APPROVED** the Safeguarding Policy and Managing Allegations Policy. These would be reviewed on a triennial basis in future unless new legislation applied.

**Members/  
CC/ VPCR**

### **17.12 Equality and Diversity**

#### **i) Equality and Diversity Annual Report**

The Vice Principal Corporate & Resources presented the Equality and Diversity Annual Report, a statutory requirement which would be published for January 2017. Governors praised the vibrant, visual and accessible new format.

The Corporation **APPROVED** the Equality and Diversity Annual Report for 2015/16 **SUBJECT TO** the addition of a list of abbreviations and a plain English check.

**VPCR**

#### **ii) Equality Policy**

The Vice Principal Corporate & Resources reported on the Equality Policy which had tracked changes for ease of identification. Additional material had been provided to ensure the policy reflected the College Values and British Values.

## Action

The Corporation **APPROVED** the Equality Policy for 2016/17. This would be reviewed on a triennial basis in future unless new legislation applied.

### iii) **Equality and Diversity Objectives and Action Plan**

The Vice Principal Corporate & Resources confirmed that the RAG rated Action Plan had been wholly achieved over the academic year.

The Corporation **MONITORED** progress against the Equality and Diversity Objectives and Action Plan for 2015/16

### iv) The Vice Principal Corporate & Resources reported that new four year objectives had to be proposed in January 2017. Those proposed had been developed from feedback from the Ofsted Inspection and the Investors in Diversity Award with input from the Equality and Diversity strategic group. An Action plan with termly milestones was included and would be monitored by the Equality and Diversity Strategic Group on a termly basis. The Principal confirmed that partners were expected to sign up to support the College values and that this would be assessed in monitoring visits.

The Equality and Diversity Champion, Paul McCunn, stated that he had attended two to three Equality and Diversity meetings and one to two meetings with the College Equality and Diversity lead manager each year. He felt that it would be helpful to grow Corporation understanding of Equality and Diversity for another Governor to volunteer for the Champion's role. Interested Governors were asked to contact the Clerk to the Corporation.

**Governors/  
CC**

The Corporation **APPROVED** the Equality and Diversity Objectives and Action Plan for 2016/17.

## **GOVERNANCE**

### 17.13 **Corporation Self-Assessment**

#### i) **Governance Improvement Plan 2015/16**

The Clerk to the Corporation reported that Jenny Morris, the former Clerk to the Corporation, had provided an updated Governance Improvement Plan for final monitoring. Governor input was needed as the Clerk to the Corporation had not been in post in the previous year. This indicated that, of the eleven actions, two were completed, two were completed with ongoing action, five were partially completed and two not yet undertaken.

The Corporation **MONITORED** progress against the Governance Improvement Plan for 2015/16

#### ii) **Corporation Self Assessment Activity for 2015/16**

The Clerk to the Corporation explained that the Governance and Search Committee had supported using a regular process to review governor performance and effectiveness, including Task and Finish Groups, the Governor Insight and Review Group and June Corporation Workshop: "Effective Governance: Scrutiny and Monitoring for 2016/17". This was strengthened by individual Governor Interviews and Corporation meeting evaluation.

**Action**

Governors had further assessed their performance in the light of the disappointing Ofsted Inspection findings. Attendance was at 82% for Corporation meetings excluding workshops.

The papers included a summary of Governance Strengths and Areas for Improvement in 2015/16, which had been reviewed by the Chair, Vice Chair and Principal. A change was requested to the Ofsted Common Inspection Framework wording, to read: implications of the “application of” the Common Inspection Framework.

**CC**

A Governor asked what the status was of 360 degree review, which had been proposed for Governors but which some Governors felt was an onerous process. The Chair and the Principal confirmed that this was being used for the College Executive and would be trialled for the Corporation and Audit Committee Chairs for 2016/17.

A Governor asked what was being done to improve the clarity of the Governor role in the Governor Insight Scheme. The Clerk to the Corporation explained that the Governor Insight Scheme was being redrafted for approval at the next Corporation meeting, with revised feedback forms and a regular Corporation report led by the proposed Governor Champion. The Staff Governors suggested that they review the draft scheme with the Clerk to the Corporation to provide input from a staff perspective.

**Staff Govs  
CC**

The Principal stated that governance strengths could include the findings of the Area Review: that the strategic decision to merge had provided the shape, strength and relevance of Heart of Worcestershire College. A further strength could be found in the Local Enterprise Partnership’s decision to ask the College to create the Apprentice Training Agency.

The Corporation **NOTED** the results of the Corporation Self-Assessment for 2015/16 and **NOTED** that the revised Governor Insight Scheme would be presented to the Corporation on 13 December 2016 for approval.

**iii) Self Assessment Report and Financial Statements**

The papers included the wording suggested for the leadership and management section of the College Self Assessment Report, which was derived from the Ofsted report by management. The Clerk to the Corporation explained that the 2015/16 Casterbridge College Model Accounts included a new section on the annual self-assessment of the Corporation’s performance for the Financial Statements and the Corporation considered the wording proposed. Governors were concerned that the two statements did not provide a consistent view of governance strengths and the Vice Principal Curriculum and Quality and the Clerk to the Corporation agreed to consider the wording further.

The Corporation **CONSIDERED** the words submitted for inclusion in the College Self-Assessment Report and Financial Statements, **REQUESTED** revision and **DELEGATED** authority to approve the final versions to the Chair.

**VPCQ  
CC  
Chair**



## Action

### iv) **Governance Improvement Plan for 2016/17**

The Clerk to the Corporation reported that the draft Governance Improvement Plan updated and refreshed work from the previous plan and included new items arising from the Corporation's Self Assessment Activity.

The Corporation **APPROVED** the Corporation Self-Assessment Action Plan for 2016/17 **SUBJECT TO** resolution of items marked as queries. **CC**

### 17.14 **Governance and Search Committee**

#### i) The Governance and Search Committee had:

- Reviewed its Terms of Reference
- Considered Corporation Membership with reference to the revised Skills Audit, discussed approaching planned vacancies and agreed to request Equality and Diversity information from Governors
- Reviewed Committee Membership and discussed appointments
- Noted that the Governor Insight Scheme required further refinement and a new feedback form and discussed a Governor Champion role

The Corporation **RECEIVED** the Minutes of the Governance and Search Committee meeting held on 26 September 2016 and:

- **APPROVED** revised Terms of Reference for the Governance and Search Committee for release to the Governor Portal **CC**
- **APPROVED** the following appointments:
  - Academic Board: Fiona Hellowell
  - Audit Committee: Gary Woodman
  - Quality Group: Vikki Greenfield, Fiona Hellowell, Karen Phillips (Chair), David Rowe
  - Governor Insight Scheme Champion: Denis Miles

#### ii) **Corporation Away Event**

Governors discussed how best to use the opportunity presented by the extended time available in a two day event. The following points were made:

- Student input would be welcomed – this was last gained two years previously in “speed dating” style with the College Estate as a focus
- Workshops were a helpful forum and could be used to discuss the “Big ticket items” for the strategic plan 2017 – 2020
- Implications from Area Reviews could be used to provide context
- Review of the use of IT and e-Governance, possibly an IT clinic to provide assistance
- Involve learners with Special Educational Needs using the Internship programme for support
- Safeguarding training opportunity

The Corporation **CONSIDERED** the programme for 25 – 26 November 2016.

**CONFIDENTIAL ITEMS**

**17.15 Minutes of the Last Meeting**

- i) The Corporation **APPROVED** the Part 2 Minutes of the meeting held on 12 July 2016.

*Peter Heath, Staff Governor and Staff Representative, left the meeting at this point*

*Items 17.16 – 17.18 are recorded as Confidential Minutes 1 and 2 of 2.*

**17.19 Any Other Urgent Business**

- i) No other urgent business had been raised.

**17.20 Date and Time of Next Meeting**

- i) **Away Event:** 10am Friday 25 November – 12pm Saturday 26 November 2016, Abbey Hotel, Redditch
- ii) Tuesday 13 December 2016, All Saints Building, Worcester, followed by the Corporation Christmas Dinner

The meeting closed at 7.10pm.

**Signed:**

**Date:**

Sue Frost  
Clerk to the Corporation  
19 October 2016