

**Minutes of the Meeting of the
CORPORATION**

**held in the Boardroom, Fawcett Building
Willesden Campus
at 4.30pm on Wednesday, 14 October 2015**

Present: Jan Knight (Chair)
Judith Williams (Vice-Chair)
Andy Cole
Tracey Connage
Vineeta Manchanda
Melvyn Davis
Martina Porter
Jeff Lee
Mick Gallagher

In Attendance: Fiona Chalk, Clerk to the Corporation
Stephen Holley, Interim Vice-Principal (Finance & Resources)
Ray Shilling, Assistant Principal (Enterprise and Employment)
Mike Welsh, Vice-Principal (Curriculum, Teaching and Quality)
Anna Openshaw-Lawrence, Vice-Principal (People and Planning)

15/008 A1. APOLOGIES FOR ABSENCE (A1)

Apologies for absence were received from Donald Palmer. Introductions were made and new members were welcomed.

15/009 A2. DECLARATIONS OF INTEREST (A2)

There were no declarations of interest.

BRIEFING – OFSTED

Governors noted the key headlines and judgements now considered under the new CIF. Governors were reminded of the HMI briefing on 16th September and the college's agreement that it is a Good college under the CIF judgement framework. Governors advised that a further briefing will be given prior to the next Corporation meeting on 4th November.

Personal Development, Behaviour and Welfare – this is a strength area of the college and is embedded through individual student tutorials, healthy living, safeguarding and prevent, community relations, foodbank, looked after children support, vulnerable adults support. Progression of students and success rates also impact.

Fundamental British Values – this is embedded across the college, including through staff continually linking this to the curriculum to make it practical and relevant to every day life.

Outcomes for learners – This incorporates the impact on the student, includes data and and PDBW. Governors need to be clear on what is getting better and why, what intervention strategies are they and how do we know they are working.

Prevent/Safeguarding – This has been covered by Governors with the training session, appointment of safeguarding/prevent governors.

Teaching, Learning and Assessment- This no longer looks at curriculum areas but areas of provision i.e. 16-18s, apprenticeships etc.

Impact of Governance on Effectiveness of Leadership and Management – This was covered by HMI briefing session but Governors can give examples of challenge and support

15/010 MINUTES OF PREVIOUS MEETING (A3)

It was resolved that the following minutes be approved: Corporation minutes of 8th July and Special Corporation 28 September 2015

15/011 MATTERS ARISING (A4)

COMMUNITY ENGAGEMENT STRATEGY – this is ongoing

SELF-ASSESSMENT FORMS – these need to be returned to the Clerk urgently.

Governors to Action

15/012 CORPORATION APPOINTMENTS (B1)

To Consider Election of Second Vice-Chair – It was noted that the current Vice-Chair is taking the lead with the Principal on Area Reviews and this is taking up a lot of time. Also, Succession Planning needs to be implemented further.

It was resolved that a second Vice-Chair be appointed and consideration be given by Governors to nominate for this position.

Governors to Action

Appointment of Student Governors – Student elections are taking place this week and appointment will be considered by the Corporation at its December meeting.

15/013 STRATEGY AND OPERATIONS (B2i)

2014/15 Key Performance against Targets and Subcontracting – The strategic priorities for 2014-17 were noted by the Corporation. It was noted they are measured in-year and at year end. Not all items are yet finalised but expected outcomes were noted. Success rates and outcomes were noted as being subject to confirmation from Exam Boards and External Verifiers.

Governors questioned:

- Why staff appraisals were only at 49%. This is due to the large redundancy programme that took place in the summer when these appraisals are normally carried out. Most have actually been completed but the evidence for this yet has not yet been verified. This is being focused on currently to ensure all are completed.
- Drop-out rate is 8% against a target of 5%. Management did not fully appreciated the challenge of the target when it was set, with a lack of clarity on how it was going to be measured. There has also been some confusion amongst staff as to whether it should be registered as a 'no-show' or early withdrawal and this has confused previous figures. Also, many more students are now doing multiple enrolment at different colleges – a 'try before they buy'. The whole process of offer to enrolment, enrolment to attendance etc is being reviewed to see if there are any failings in Induction which can be addressed. Curriculum

Directors are currently collating on why students are leaving, what their genuine reasons are. This data gathering will enable staff to better understand the challenges.

- How does the drop-out affect funding. If students leave in the first 42 days, they are not funded even though the college has put resources to meet the expected requirement. This can lead to a poor use of resources.
- What is happening to improve Learner Satisfaction. The college is trying to get a bigger cohort of students to complete to give a clearer picture. The process is now being managed in-house to give more buy-in from students by producing a shorter more focused survey to ensure more valid data is received. The surveys will be completed after induction, on-programme and on course completion. Students have other surveys to complete i.e. for Ofsted, funding etc so they can sometimes be tired of completing lots of surveys.

It was noted that:

- Success rate measurements have changed, with many being made redundant mid-year.
- Success rates are below target, particularly 16-18 years.
- Apprenticeship outcomes are above target, with good results
- Maths and English are above national average although slightly below target
- Maths success rate is higher as the college delivers technical vocational courses such as science and engineering and students on these courses tend to be better at maths
- ESOL is a large part of English, making it weaker than maths
- 2000 of 11,000 students do English and Maths as functional skills. English and Maths are conditional of funding. The college is careful it offers the best route to achieving English and Maths for each individual student.
- Apprenticeship growth is behind target as is the generation of full-cost and commercial income

Governors questioned whether management would be taking note of the Behaviour and Insight report in FE Week regarding 16-18s. Governors noted that management is putting interventions in to improve attendance, lateness, retention for this age group and focusing on readiness for work. Many of these are related to welfare issues and these are being addressed by such interventions of extending the college hours, opening a breakfast club, foodbank etc.

15/014 2015/16 KPIs (B2ii)

2015-16 Finalisation of KPIs and targets – Governors noted:

- Success rates have been redefined in-line with new national reporting
- Apprenticeship KPIs have been streamlined
- Staff structure and training KPIs have been refined to give greater rigour and accountability
- Finance KPIs have been closer aligned to those used in the College's Management Accounts
- Partnership and Business Solutions have a new KPI on Strategic Alliances measured through Corporation's assessment of the Executive's performance.
- English and Maths make up nearly half the subgrades on new contributory success rate measures on improved outcomes for learners.

It was resolved that the KPIs be approved for 2015/16.

15/015 ENROLMENTS (B2iii)

2015/16 – current progress on enrolments – Governors noted:

- Recruitment has been above the funding allocation for the first time 1157 against a target of 1127.
- 40% of all applicants enrolled compared to 36% in 13/14 and 31% in 14/15
- No show and withdrawal process was noted, having now been clarified.
- Adult Skills Budget reporting has been improved with earlier reporting
- Marketing has also been improved, thanks was expressed to Tony Johnston for his input in the improvements in this area
- Enrolment process have been improved

15/016 FINANCE REPORTS EXECUTIVE UPDATES (B3)

2014/15 – Expected Financial Outturn – It was noted that this matter had been covered at the Special Corporation meeting on 28th September as the Financial Accounts had to be re-submitted to the SFA following funding changes over the summer.

Governors noted:

- The financial health grade is predicted at Outstanding, dropping to Satisfactory for one year only when debt is cleared. As well as using the SFA's formulaic measures, management will be using its own internal assessments as well as KPIs to keep a close eye on the financial position.

Management Accounts

- £2.5m operating loss at year end – depreciation was £2.5m so the college is not losing cash
- Shortfall in Adult Skills budget of £1.2m. Currently underachieving by 17% against annual target but this is anticipated to improve due to partnership working
- Redundancy costs were £953k but this has taken £3m costs out of the annual budget
- £7.5m cash balance, out of which the £1.2m has to be repaid to the SFA and £500k of redundancy payments outstanding
- The management accounts for September were noted

Regularity Audit

- The self-assessment of compliance with regularity and propriety requirements was noted.

It was resolved that the Chairman sign the Regularity Self-Assessment.

15/017 PREPARING FOR AREA REVIEWS AND COLLABORATION (C1i)

THIS IS NOTED IN THE CONFIDENTIAL MINUTE

15/018 PROPERTY STRATEGY (C1ii)

THIS IS NOTED IN THE CONFIDENTIAL MINUTE

15/019 GOVERNANCE (C2)

Curriculum Partnership Visit Policy and Programme – Governors noted the policy, programme and reporting cycle. The areas agreed are noted in the programme and it was agreed each governor will undertake two visits to each area to fully understand, support and challenge their area.

It was resolved that the Curriculum Visits policy and programme be approved.

Staff members to contact Governors directly to arrange visits

Due to the lateness of the hour, it was agreed that all other business be carried forward to the next meeting of the Corporation on 4th November 2015.

15/020 E2 DECLARATION OF BUSINESS TO BE TREATED AS CONFIDENTIAL

Item C1.

15/021 DATE & TIME OF NEXT MEETING

Corporation meeting on Wednesday 4th November at 4.30 p.m.

Signed:

Date:.....