



**Minutes of the Meeting of the Corporation
held on Tuesday 15 December 2015**

Present: - Mrs Val Ainsworth (Chair)
Mr Igor Andronov
Mr James Caird
Mrs Sally Cassels
Mr Tony Ford
Mrs Debbie Lambert
Dr Alan Lavers
Mr Norman Moon
Mrs Elizabeth Patrick
Mr Ian Peake (Principal)
Mrs Magda Prail

In attendance: - Mr David Williams (Deputy Principal)
Mr Edward Rehm (Director of Finance)
Mrs Debra Baldwin (Director of Personnel)
Mrs Linda Watkins (Clerk to the Corporation)

The meeting was quorate as eleven Members were present.

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|----|---|---------------|
| 1. | I. Apologies for Absence
Cllr Sebastian Bowen, Mr Richard Garnett, Miss Andile Ngulube and Mr Garry Thomas. | |
| | II. Chair's Remarks
The Chair welcomed everyone to the meeting and thanked them for attending the workshop which revisited the role and responsibilities of Governors. A special welcome was given to Sally Cassels, the new Staff Governor. Governors' thoughts were with Isobel Rollitt-James who was unwell. | |
| | III. Declaration of Interest
Debbie Lambert: employee of University of Worcester. | |
| | IV. Process Review
Liz Patrick would complete the process review. | |
| 2. | I. Minutes of the Last Meeting
The Chair signed the minutes of the Board Meeting held on 3 November 2015 as a true record. | |
| | II. Matters arising from the Last Meeting and Action List
Governors noted the action list and were invited to raise any matters arising from the minutes. The Clerk would ensure papers were available on Moodle next year. | |

III. Governors' Workshop notes: 3 November 2015: Noted

The Board agreed: -

- To approve the minutes

Discussion

3.

Principal's Report

- I. *Principal's Written Report:* Governors noted the report which covered College partnerships, Local Authority and schools, universities, external and internal meetings/events and Ludlow College meetings and events.
 - a. The Principal had a positive meeting with Principals and Chairs from Herefordshire and Shropshire to discuss Area Review.
 - b. The Principal thanked Governors who had attended the event to open the University Centre in conjunction with Worcester University. The first lecture had good attendance on 'zombies and sustainability'.
 - c. The apprenticeship awards evening had recognised achievement of apprentices.

- II. *KPIs:* Success, retention and achievement in 2014/15 were outlined showing that these were positive overall. Targets for the current year were presented which included GCSE and Functional Skills English and maths. 2015/16 learner achievement to date was good with the exception of work-based learning which was below target. This was driven by results at Ludlow College; Governors were assured that steps had been taken to address this. A Governor asked for examples of actions implemented to improve work-based learning success rates. Tracking systems monitor learners' progress and achievement. Recruitment has become more robust to ensure appropriate learners are recruited who have the ability to succeed. Student attendance was high at 93% overall. Teaching staff utilisation was a new KPI reported to Governors with 95% staff utilisation at this stage of the year and a variance of 3,873 hours. It was anticipated that the variance would reduce during the year as staff are given additional duties, or some reductions are made. Hereford Campus curriculum was complex to run as it covered diverse courses and apprentices with infill to lessons used where possible.

- III. *Area Review:* Correspondence informing the College of the Area Review had been enclosed along with an overview of the process. The Chairs and Principals of Folly Lane colleges had met to discuss the Area Review, potential implications and options. The Principal was in discussion with North Shropshire College to discuss potential collaborative options in advance of Area Review.

- IV. *Hereford Consortium of Colleges: Memorandum of Agreement.* This was a formal agreement between the three colleges on Folly Lane Campus to maintain the 2005 Herefordshire Consortium of Colleges. Its aim to adopt a collaborative approach to planning and delivery of FE and

HE in the interests of learners. The Principal stated that the colleges have positive relationships with distinct curriculum. Some enrichment activities and open day events are shared.

- V. *Student Destination Report 2014/15*: This provided a breakdown of learner destinations including progression to further or higher education and employment, showing positive outcomes which were encouraging. Appreciation was recorded to the PA to the Principal who had prepared the report.
- VI. *Letter from Nick Boles MP 7 December 2015*: This provided information on key areas affecting colleges following the spending review which were discussed by Governors.

The Board agreed: -

- To note the Principal's report
- To approve Consortium of Hereford Colleges agreement

Decisions

4.

Finance

- I. *Report and Financial Statements for the year ended 31 July 2015*: The Audit Committee and F&E Committee had considered the financial statements for the year ended 31 July 2015. Highlights from the financial statements were outlined. (These had been recorded in the F&E Committee minutes).
- II. *Management Letter including Regularity Audit*: The Audit Committee had considered the Management Letters for HLC and Keith St Peters Ltd. Management letters outlined the Auditor's opinion and provided assurance of the College's systems and internal controls.
- III. *Report from the Director of Finance*: The College had regularly made a surplus of £293,000 and KSP Ltd had made a surplus of £1,873 after gifting £36,889 to the College. The College has made a financial surplus with a healthy financial cash balance since 2004. The July 2015 management accounts had reported a surplus of £280,000. The College was in a positive financial position as over 50% of colleges are expected to report a deficit in the year to 31 July 2015.
- IV. *Letter of Representation*: The Audit Committee had considered this which outlined the results of PWC's audit of the year ended 31 July 2015. It set out significant accounting and control issues arising from the audit and a report on regularity audit. An unqualified opinion would be issued. No issues of fraud or irregularity.
- V. *Treasury Management Report 2014/15*: This outlined loan and investment arrangements.
- VI. *Sub-contracting 2015/16*: The F&E Committee had discussed the paper recommending that the College sub-contract £350,000 funding to Skills Network this year, which was a small proportion of the College's income. Reasons were outlined which would address under-recruitment of adult learners and ensure that the College maintains its funding agreement at the same level next year. A Governor asked about Skills Network's track record and what control mechanisms would be put in place. The Deputy Principal responded that success rates were consistent at 91%; these

are included in the College's overall success rate. Controls would include the MIS manager requesting information at short notice and an audit by the Internal Auditors next year. A Governor asked if the College undertook spot checks; however, it was difficult to arrange visits as learners only attend induction training. Schedules from the outset would be requested to ensure visits could be arranged.

The Board agreed: -

- To endorse the financial statements to 31 July 2015
- To authorise the Chair and Principal to sign the letter of representation
- To note treasury management annual report 2014/15
- To approve sub-contracting £350,000 to the Skills Network

5.

Quality

Self Assessment Report (SAR)

The Deputy Principal reminded Governors that the SAR is a working document. He outlined the rigorous process to prepare the SAR which was moderated externally by a trained Ofsted inspector. This had confirmed that the College had self assessed curriculum fairly. The overall College report would be uploaded onto the SFA Gateway and was a key document used by Ofsted during inspections.

The SAR provided a summary document supported by the robust quality process embedded in the College. Judgements are based against the CIF:

- Overall effectiveness: good
- Effectiveness of leadership and management: good
- Quality of teaching learning and assessment: good
- Personal development, behaviour and welfare: good
- Outcome for learners: good

There was discussion about the following: -

GCSE and Functional Skills English and maths success rates had impacted on some of the overall subject area grades. A Governor asked for assurance that actions taken by management to address areas categorised as 'red' would have an impact. Actions included the appointment of an Assistant Principal and Team Leader at Holme Lacy Campus and new assessors focusing on apprenticeships. Arrangements to manage apprentices were outlined showing strategies had been implemented to improve performance. A new qualification had been introduced for ICT including exam units with little guidance available to tutors. Through the concerns process these are being monitored, an example being the quality summits.

Governors asked for assurance that grades were fairly assessed which had been confirmed by external moderation. The overall judgment of grade 2 was solid based on evidence which reflected the overall provision. There were small pockets of under-achievement in a minority of subjects. Governors were confident that issues of concern were clearly identified and had been thoroughly

aired during the meeting.

Outcomes for learners' success rates were positive which was evidenced in the three year trend data.

The framework of student ethnicity was different to the background table. An extra column would be added to aggregate the data.

Management track progress of all learners in termly quality summits; these included apprentices. The Apprenticeship Coordinator at Ludlow College would be leaving and assurance was requested that progress of apprentices would continue to be closely monitored. The majority of apprentices at Ludlow College are full time employees in work places visited by assessors in their work place. County Training would bring expertise of managing apprentices. There was discussion with County Training about potential arrangements to manage apprentices before the merger.

Performance comparisons against national averages showed levels 1-3 had exceeded benchmarks. Governors agreed that this was an excellent achievement.

The Board agreed:

- To approve the SAR
- To thank the Deputy Principal for immense work to prepare SAR

6. Governance

The Board agreed: -

- To defer appointing a Student Governor with an option to interview nominated candidates which would ensure a high level of commitment from the Student Governor
- To approve the Corporation's Standing Orders and Terms of Reference 2015/17 and Scheme of Delegation 2015/16
- To approve the Audit Committee's Annual Report 2014/15 which would be send to the Skills Funding Agency
- To approve the Risk Management Annual Report 2014/15
- To approve the Value for Money Annual Report 2014/15

7. Personnel

Single Equality Scheme

This was updated annually and evidenced how the College meets the Equality Duty. The document also referred to arrangements for responsibilities under the Prevent Duty. The Q&S Committee had discussed the Single Equality Scheme and recommended it to the Board for approval.

The Board agreed: -

- To approve the Single Equality Scheme

Information

8. Management Accounts to 31 November 2015: Noted. The accounts were presented with questions invited. In summary:

- I. The College showed an operating deficit of £129,000 at the end of three months against a planned operating surplus of

£14,699 at the year-end. This was in accordance with budget at this early stage in the year.

- II. FE funding assumes funding agreements will be paid in full.
- III. Tuition fee income was £107,000 below budget. This was not expected to improve in year as there are fewer learners.
- IV. Payroll is £119,000 below budget.
- V. The bank balance including KSP Ltd is £3.177M.
- VI. Contribution by faculty showed minor positive variances to contributions by some faculties.
- VII. Financial objectives. These had been exceeded at this early stage of the financial year.

9. Minutes from Committees

- I. Finance and Employment Committee: 2 December 2015:
The annual health and safety report showed accidents had remained at the same level despite a decrease in the number of students; further analysis was being undertaken.
- II. Quality and Standards Committee: 25 November 2015.
Noted.
- III. Audit Committee: 23 November 2015: The risk register would be streamlined to remove long term risks which had been categorised as green.
- IV. Search and Governance Committee: 10 November 2015.

Committee Chairs acknowledged the hard work from officers to prepare clear and comprehensive reports.

- 10. Health and Safety Annual Report: Noted
- 11. Staff Annual Report: Noted
- 12. Staff Development Annual Report: Noted
- 13. Safeguarding Annual Report: Noted
- 11. Press coverage: Noted.
- 12. College events: No events were reported.

The Board agreed: -

- To note the above reports which were provided for information

13. Any Other Business

No items

14. Process Review

Liz Patrick had conducted the process review. This had been an excellent meeting with clear information. Governors recorded appreciation to everyone who had prepared papers for the meeting.

15. Date and Time of Next Meeting

Tuesday 9 February 2016: Away Day commencing at 12.30pm, venue to be confirmed.

Signed as a true record of proceedings

Chair: **Date:**