



**Minutes of the Meeting of the Corporation  
held on Tuesday 13 December 2016**

**Present: -** Mrs Val Ainsworth (Chair)  
Mr James Caird  
Mrs Sally Cassels  
Mr Tony Ford  
Mr Richard Garnett  
Mr Jack Green  
Mrs Debbie Lambert  
Dr Alan Lavers  
Mr Norman Moon  
Mrs Elizabeth Patrick  
Mr Ian Peake (Principal)  
Mrs Magda Prail  
Mr Garry Thomas

**In attendance: -** Mr David Williams (Deputy Principal)  
Mr Edward Gwillim (Director of Finance)  
Mrs Linda Watkins (Clerk to the Corporation)

The meeting was quorate as thirteen Governors were present.

- |   | <b>Action</b> |
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| <p><b>1. Process of the Meeting</b></p> <p>I. Apologies for Absence: Mr Igor Andronov, Cllr Sebastian Bowen, Mr Henry Hyde and Mrs Debra Baldwin (Director of Personnel).</p> <p>II. Chair's Remarks: The Chair welcomed everyone and referred to the previous workshop which had outlined quality assurance processes in the College providing reassurance that robust quality systems were established.</p> <p>III. Declaration of Interest: None declared.</p> <p>IV. Process Review: Magda Prail would complete the process review.</p> |               |
| <p><b>2. Minutes of the Last Meeting</b></p> <p>I. Minutes: The Chair signed the minutes of the Board Meeting held on 18 October 2016 as a true record.</p> <p>II. Matters arising from the last meeting and action list: Noted with an invitation to raise any matters arising from the minutes.</p> <p>III. Governors' Workshop notes: 18 October 2016: Noted</p> <p><u>The Board agreed: -</u></p> <ul style="list-style-type: none"><li>To approve the minutes</li></ul>  |               |
| <p><i>Discussion</i></p> <p><b>3. Principal's Report</b></p> <p>I. <i>Principal's Written Report:</i> Governors noted the report which covered College partnerships, universities, key</p>  |               |

internal meetings and County Training. The Principal had given a presentation on strategic thinking skills for senior leaders of Welsh colleges. He had also been invited to share good practice on GCSE English and maths delivery following on from Ofsted's commendation on the College's provision.

- II. *KPIs: Success, retention and achievement in 2015/16* were outlined showing that these were positive overall. Level 1 achievement had been below target which was reflective of challenging issues experienced by some of the cohort. English and maths success rates were below target and disappointing. Maths level 2 had achieved 18% with strategies implemented to improve achievement which had been discussed by the Q&S Committee. Work-based learning overall success rates for 16-18 learners was 68% which was marginally less than last year. Governors were reminded of the difference between timely and overall success; timely are completed within the expected academic year. Attendance for full-time learners year to date is good at 94%. Staff utilisation showed 2,194 spare capacity hours; a significant reduction from last year with utilisation operating at 97% of capacity.
- III. *Student Destination Report 2015/16*: This provided a breakdown of learner destinations showing that 48% remained in education, 9% progressed to apprenticeships and 36% to employment. 6% were unemployed. This report was a follow up of leavers to ascertain destinations three months after leaving College. An external survey would be commissioned in the spring to provide a detailed report on destinations of 2015/16 leavers. CMT analyse destinations with breakdowns by faculty and courses which are cross-referenced against results and the effectiveness of courses. The College is in the top 10 colleges for progression of leavers into employment. Apprenticeship destinations also showed positive outcomes with the majority continuing apprenticeships, higher level apprenticeships or gaining employment.
- IV. *Skills Funding Agency letter: 11 November 2016*: This showed that the College's financial health category remained good or outstanding from 2015/16 to 2017/18. The financial dashboard showed performance against financial indicators. A Governor asked if the commentary had met the standards defined in the Financial Planning Handbook and the Principal confirmed that the College had resubmitted the commentary which met the standards.
- V. *Rt Hon Robert Halfon MP correspondence October 2016*: The letter outlined Robert Halfon MP's remit in his role as the Minister for Apprenticeships.
- VI. *Area Review*: A link to the report was provided outlining the outcome of the Area Review for the Marches.

The Board agreed: -

- To note the Principal's report

*Decisions*

**4.**

**Finance**

The Director of Finance presented the financial statements which had been prepared under FRS 102 this year. He apologised for late issue of the financial statements.

- I. *Report and Financial Statements for the year ended 31 July 2016:* The Audit Committee and F&E Committee had considered the financial statements for the year ended 31 July 2016. Highlights from the financial statements were outlined. (These had been discussed by the F&E Committee and were recorded in the minutes). The Director of Finance informed Governors that the Auditor's opinion had subsequently been added which gave an unqualified audit opinion for Herefordshire and Ludlow College. Keith St Peters Ltd adjustment showed an operating deficit of £18,020.
- 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 results of PWC's audit of the year ended 31 July 2016. It set out significant accounting and control issues arising from the audit and a report on regularity audit. An unqualified opinion would be issued. There were no issues of fraud or irregularity.
- II. *Letter of Representation:* This affirmed the responsibilities of the Corporation and affirmed that the Corporation had met its responsibility outlined in the letter.
- III. *JACOP Annex C: self assessment of compliance with regularity and propriety requirements:* The Audit Committee recommended that the Accounting Officer (Principal) and Chair of Governors sign the JACOP self assessment questionnaire.

The Board agreed: -

- To endorse the financial statements to 31 July 2016
- To note Auditor's opinion in the management letter which provided assurance of the College's systems and internal controls.
- To authorise the Chair and Principal to sign the letter of representation
- To authorise the Accounting Officer (Principal) and Chair to sign the JACOP self assessment questionnaire

**5.**

**Quality**

**Self Assessment Report (SAR)**

The Deputy Principal recapped that there was a rigorous process which had commenced in July with Course Leaders to prepare the SAR. This had been moderated externally by a trained Ofsted inspector. Governors were thanked for their participation in the moderation process. The SAR would be sent to Ofsted by the end of January.

The SAR provided a summary document supported by the robust quality process embedded in the College. Judgements for the

whole College were outlined based against the Common Inspection Framework (CIF):

- Overall effectiveness: grade 2
- Effectiveness of leadership and management: grade 2
- Quality of teaching learning and assessment: grade 2
- Personal development, behaviour and welfare: grade 1
- Outcome for learners: grade 2

Judgements by Study Programmes, adult learners, high needs learners and apprenticeships were highlighted. These were high grades with the exception of some judgements for apprenticeships. In contrast, County Training apprenticeships were consistently positive. Judgements for individual curriculum grades were appended to the SAR. English and maths requires improvement with strategies implemented to address areas judged grade 3.

A summary of success by notional level, expected end year and age showed that the College had exceeded the national benchmark in the majority of notional levels with an incremental improvement year on year, with the exception of 16-18 level 1 due to the under-performance of plumbing and wood.

Value added is reported using ALPs scoring. This was reported for progress of A Levels and A/S Levels delivered at Ludlow College. A/S Levels value added had performed better than A Levels with A Levels being very good (grade 3) and AS Levels grade 2. BTEC extended Diplomas delivered at both Hereford campuses and Ludlow College were provided. Actions were in place to improve the value added score. In contrast the BTEC 90 Credit Diploma was good.

Observation of teaching, learning and assessment were broken down by types of lessons (full-time and part-time), theoretical and practical. Weaknesses identified were addressed in staff development.

A Governor acknowledged that the SAR only reported on FE and asked how the quality of HE provision was monitored. This would be reported following HEFCE processes.

IT had a low score and it was confirmed that actions had been embedded to improve this with deadlines implemented at the end of the first semester to ensure students submit work at earlier stages in the year.

The Q&S Committee would monitor progress of the SAR throughout the year. It was also used in quality summits as a live document.

The Board agreed:

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

**6. Governance**

The Clerk presented reports which had been discussed by

Committees and were recommended to the Board for approval.

The Board agreed: -

- To approve revisions to the Corporation's Standing Orders and Terms of Reference regarding publication of Board papers and the term in office for new Governor appointments
- To accept RSM Internal Audit Service's Annual Report 2015/16
- To approve the Audit Committee's Annual Report 2015/16 which would be send to the Skills Funding Agency
- To approve the Risk Management Policy

**7. Personnel  
Single Equality Scheme**

This was updated annually and evidenced how the College is meeting its Equality Duty by ensuring that discrimination to individuals within the nine protected characteristics did not take place. This also covered County Training. The Q&S Committee had discussed the Single Equality Scheme and recommended it to the Board for approval which would be uploaded on the College website

The Board agreed: -

- To approve the Single Equality Scheme

*The following items were presented for information: -*

- 8.** Management Accounts to 31 October 2016: The accounts were presented with questions invited. At this early stage in the year there were no issues of concern. There was a shortfall in apprenticeship income compared to budget.

There was a question about the reasons for selling land at Holme Lacy Campus. These were small pockets of land which were not needed and would enable further reinvestment at Holme Lacy.

**9.** Minutes from Committees: Noted

- I. Audit Committee: 22 November 2016
- II. Finance and Employment Committee: 7 December 2016: These would follow once available.
- III. Quality and Standards Committee: 23 November 2016.
- IV. Search and Governance Committee: 23 November 2016. Succession planning would be addressed by the Committee with a rolling plan to refresh the Board over the next three years.

Committee Chairs acknowledged the hard work from officers to prepare clear and comprehensive reports. It was agreed that Committee minutes would be available to access on Moodle in future.

**10.** Reports from Audit Committee

- I. Risk Register
- II. Risk Management Annual Report 2015/16
- III. Value for Money Annual Report 2015/16

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11. Reports from Quality and Standards Committee
  - I. Equality and Diversity Annual Report 2015/16
  - II. Child Protection and Safeguarding Annual Report 2015/16
  
12. Reports from Finance and Employment Committee
  - I. Health and Safety Annual Report 2015/16
  - II. Staff Annual Report 2015/16
  - III. Staff Development Annual Report 2015/16
  
13. Reports from Search and Governance Committee
  - I. Feedback from Benchmarked Governors' Self Assessment:  
This was based on the CIF showing the College's position benchmarked with several colleges and a comparison of scores with the previous year. Areas with lower or negative scores had been discussed by the Committee and would be addressed in Governors' Workshops and in reports to the Board. Quality assurance had been presented at the previous workshop in response to the self assessment.
  
14. Press releases
  
15. College events  
The next public Lecture would be held on 24 January 2017 at 4.15pm on the topic 'school education in 2022'. Governors were invited to attend.
  
16. **Any Other Business:** No items
  
17. **Process Review**  
Magda Praill had conducted the process review. Some papers had been circulated at the start of the meeting, which had been turned around by Managers to a very tight time scale.
  
18. **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:** .....