

CORPORATION

**APPROVED DRAFT Minutes of the Meeting held on Tuesday 4 December 2018
at 5.00pm**

in the Function Room, Peakman Building, Redditch

Present

Governors:

Neill Bucktin Chair

David Ash

Sara Finch

Kevin Gaffney

Peter Heath

Lucy Hodgson

Tony King

Stuart Laverick

Principal

Paul McCunn

Denis Miles

Vice Chair

Debbie Morris

Sue Nicholls

Robert Pearce

Nicki Pearsall

Gary Woodman

By Skype

Fiona Hellowell

In Attendance:

Nicki Williams

Vice Principal and Deputy Chief Executive

Claire Barton

Director of Quality, HE and Professional

Julia Breakwell

Vice Principal Information Systems and Student
Experience

Cherie Clements

Director of Finance

Tony Green

Director of Employer and External Relationships

Sue Frost

Clerk to the Corporation

Action

32.1 Apologies and Appointments

i) Apologies were received from Tony Ciriello. Tony King and Gary Woodman were expected. Steve Bolton had approved leave of absence.

ii) The Corporation **APPOINTED** Sara Finch as the nominated and elected Student Governor for Malvern and Worcester campuses to 31 July 2019 **SUBJECT TO** receipt of a satisfactory DBS check. All present introduced themselves.

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iii) The Corporation **APPOINTED** Fiona Hellowell and Gary Woodman to the Corporation Appeal Committee Pool.

32.2 Declarations of Interest

- i) Members were asked to declare any Interests, financial or otherwise, which they may have in any Agenda Item and Paul McCunn declared that his wife is a College employee. (Gary Woodman declared an interest in the Engineering development later in the meeting due to his role in the Worcestershire Local Enterprise Partnership.) Other Members confirmed that they had no interests to declare.

32.3 Minutes of the Last Meeting

- i) Minor corrections were highlighted in the papers. The Corporation **APPROVED** the revised Minutes of the meeting held on 9 October 2018 as a true record for signature by the Chair.
- ii) The Corporation **APPROVED** the Notes of the Corporation Away Event held on 23 -24 November 2018 as a true record for signature by the Chair.
- iii) Members **CONSIDERED** the Away Event and the following points were made:
- The high quality virtual tours were informative and were an excellent way of publicising the College offer on all sites.
 - The link with Weston College had been valuable. The Principal had suggested that the Colleges could work together on some Training Module Pilots and the Clerk to the Corporation would follow this up with the Clerk to the Corporation at Weston College.
 - Digital skill development was clearly important.
 - Governors felt that the Away Event had a good balance with strong contributions from staff, students and external speakers.

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Governors challenged management, asking:

- Was the Construction Centre's plan to expand to increase provision at lower levels at odds with the view expressed by Julie Nugent of the West Midlands Combined Authority that higher level skills were what was needed? The Principal stated that there was a need for both in construction with higher level skill needs being met by the College in areas such as Engineering and Digital skills. The Director of Employer and External Relationships stated that the College had proposed developing a Centre of Digital Engineering on the Redditch site, to complement the recently opened facility in Worcester, to the West Midlands Combined Authority. Julie Nugent had also recognised that action needed to be taken to get young people into employment which required lower level qualifications.
- Was the College responding to the Brexit possibility that training for lower skilled jobs in hospitality and catering might be required? The Vice Principal and Deputy Chief Executive stated that such training was already provided for local employers.

Tony King joined the meeting at this point.

32.4 Matters Arising

- i) The Corporation reviewed the Action Points report and noted progress, acknowledging the additional information provided in the notes. Twenty actions had been completed or would be completed during the meeting and three carried forward. In relation to 29.10 ii): Partnerships, members noted that the Vice Principal and Deputy Chief Executive had confirmed that the agreements signed by Blended Learning Consortium (BLC) members had been created with and checked by the College legal advisors and were felt to be appropriate to minimise the risk of exposure to litigation. The BLC had also been the subject of an internal audit review in 2017/18 focused on commercial activities which reviewed the agreements used and raised no concerns regarding exposure to litigation. The BLC and the use of digital learning and the creation of on-line

course materials were also covered in the College Risk Register. Those items had also been reviewed as part of the audit process and were found to have an adequate control design with the controls complied with.

- ii) The Corporation **MONITORED** action taken and remaining to be taken in respect of Matters Arising from the Minutes of meetings and the Notes of the Corporation Away Event and Workshops.

32.5 Determination of Any Other Urgent Business

- i) There was no other urgent business.

32.6 PRINCIPAL'S REPORT

i) Principal's Update for Governors

The Principal's Report included commentary and the College response on: West Midlands Combined Authority (WMCA) & FE Partners

- Julie Nugent was a strong advocate of Further Education. Rather than top slicing income to respond to the devolved Adult Education Budget (AEB), Andy Street, Mayor of the WMCA had proposed working with the region's Further Education Skills and Productivity Group (FESPG) to create and grow the adult education and skills system that would help drive continued productivity growth.
- At a recent FESPG meeting, it was agreed that Heart of Worcestershire College and Dudley College would work up a framework to deliver the devolved AEB with subcontracted partners who fell beneath certain volumes/thresholds. The Director of Employer and External Relationships stated that West Midlands Combined Authority's partnership approach with Further Education would help to ensure that the College did not lose income from Redditch and Bromsgrove, which had been feared in a top slicing system.

Careers advice worse at schools with sixth forms

- The Careers & Enterprise Company had found that schools with sixth forms were 16 percentage points less likely to give students information about other further-education or higher-education providers and 20 percentage points less likely to offer personal careers guidance to pupils than those without sixth forms. Heart of Worcestershire College worked with school and college partners as part of the Worcestershire Careers Hub to improve this.

Spending Review, Autumn Budget and College Week

- The sector was disappointed that no additional post-16 funding had been provided in the recent Budget, despite the launch of the 'Raise the Rate' campaign for 16-18 funding increases, and a national 'College Week' campaign – #LoveOurColleges. The Treasury would however cover the increase in employer pension contributions, at least for one year.
- Corporation Members were thanked for their support. All four local MPs were contacted. The members for Bromsgrove and Worcester were particularly constructive and supportive.

UK wide FE policy and practice compared and contrasted

- An interesting report looking at the four nations of the UK and their differing approach to FE policy and practice had been published and was available on the Governor portal.

ii) Curriculum and Quality Key Performance Indicators

The Director of Quality, HE and Professional presented updated 2017/18 outturn figures following data validation, which supported the targets proposed for 2018/19. In terms of year to date activity, attendance was verbally reported as at 88.5%, (target 91% main qualification) although English and maths attendance (target 86%) was below that and targeted work was underway in response. Retention was verbally reported as at 98.3% (target 92% overall). These figures

were internal and subject to Individualised Learner Record (ILR) validation. Target setting was at 84% and RAG rated Amber (target 85%).

Members challenged management over the 2017/18 out turn figures for Higher Education retention and continuation. The Principal stated that there had been issues with some sport and engineering courses which had had high drop out rates. The issues were believed to have been addressed and some staffing changes had taken place.

Gary Woodman joined the meeting at this point.

iii) **Financial Key Performance Indicators**

The Director of Finance presented data for the period to 31 October 2018, including RAG rated indicators for financial outturn (1 amber, 1 red), financial health (2 green, 1 amber) and bank covenants (2 green) and an actual against budget operating surplus analysis and cash forecast for 2018/19. The current projection for the year end was a £267k deficit against a budgeted £177k deficit with good financial health. The increased deficit was due to additional costs for the intercampus bus service and reactive maintenance. The cash flow made no assumptions about income from the Worcestershire Local Enterprise Partnership. (Gary Woodman declared an interest as Chief Executive of the Worcestershire Local Enterprise Partnership at this point.) The Principal stated that progress was being made and that £1.8m of income in this regard was anticipated in March 2019 as part of an overall £4.1m grant. The Director of Finance confirmed that no note to this effect was necessary for the Education and Skills Funding Agency as no in year reporting was required.

iv) **Learner Number Update**

The Director of Finance presented the Student Number figures against target as at 26 November 2018, which were still internal figures subject to ILR validation. Recruitment was closer to target in most areas with some categories still likely to increase during the year due (for example further foundation learning and Prince's Trust courses) with possible reductions due to course drop out. In terms of Apprenticeships, although the New Starts figures had increased there were still further starts to be put on the system. The Director of Employer and External Relationships confirmed that recruitment was healthy for the time of year. Higher Education recruitment was at 95% of target and was now unlikely to increase. This could result in a reduction in fee income of between £60 and £78k. The Principal stated that this was the last year of the demographic decline that had reduced recruitment for some years. Governors requested the inclusion of comparative data in future Student Numbers reports.

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

32.7 **EXTERNAL PARTNERSHIPS**

i) **Subcontracting**

The papers included a report on the financial performance of each subcontracted partner against their Maximum Contract Value (MCV), set at the beginning of each contract year. Partners paid management fees against their contracted MCV where actual performance was below this level. Overall, subcontracted partners achieved 89% of their contracted Maximum Contract Values in 2017/18. Governors asked how actual delivery could exceed the MCV and the Director of Employer and External Relationships stated that contracts were adjusted throughout the year with additional management fees being paid against the extensions agreed with strong partners. Governors noted that some partners delivering below MCVs were no longer in an "active" relationship with the

College.

The performance of each subcontracted partner in respect of apprenticeship achievement rates for 2017/18 as at 14 November 2018 was shown for “overall achievement” (the percentage of learners achieving, measured against those due to achieve in that year) and “timely achievement” (the percentage of learners achieving before or within 90 days of their planned achievement date), based on internal data and subject to ILR validation. The overall achievement rate for all partners was 68.6% and the timely achievement rate was 54.6%. For “active” partners the overall achievement rate was 75.6% and the timely achievement rate was 65.1%.

The papers included a list of final subcontracting contracts issued for 2018/19 with their MCVs, totalling £3,421k, an increase from the figure approved in July 2018 of £3,060k.

Governors asked whether there were signs of future policy change. The Principal stated that examples of misuse of funds were already being reported in the press, some for sizeable sums and indicative of data manipulation. Anne Milton (Minister of State for Apprenticeships and Skills) had spoken about the need for partnership between Colleges and Private Training Providers. The College subcontractors were chosen carefully and were thought to be credible and trustworthy partners. The Director of Employer and External Relationships also confirmed that there was lower risk now in that the College worked in a stable way with fewer partners.

The Corporation:

- **MONITORED** partner performance/ quality outcomes for 2017/18.
- **APPROVED** subcontracting contract Maximum Contract Values for 2018/19.

ii) **Employer Satisfaction Survey**

The papers included summary results from the Education and Skills Funding Agency (ESFA) conducted employer survey for 2017/18 with the results from 85 College employers (Prior year: 165). Scores for key questions were slightly lower than the previous year and the lower response rate was felt to be due to survey fatigue. The Education and Skills Funding Agency now had an on line assessment and scoring system for Apprenticeships. The Director of Employer and External Relationships felt that the College would be around the average figure for scores but that College quarterly surveys were more useful, as these allowed specific follow up. Governors stated that it was important to be proactive about the Education and Skills Funding Agency feedback system as people with complaints were more likely to register them than people with accolades.

The Corporation **MONITORED** Employer Satisfaction.

The Director of Employer and External Relationships left the meeting at this point.

KEY STRATEGIC ITEM

32.8 **Audit and Accounts**

i) **Audit Committee Minutes and Recommendations**

The Audit Committee Chair reported on the Audit Committee meeting, confirming that the Minutes reflected the work done to support the accounts sign off. The Audit Committee’s Annual Report was a comprehensive record of the work done by the Audit Committee and the auditors over the year to provide assurance that the Corporation could approve the Financial Statements. It had been signed by the Chair of the Audit Committee. The External Audit Report was very clean, with

an unqualified opinion proposed for the accounts and the Internal Audit Annual Report had an “amber green” opinion overall from the audit visits.

The Corporation:

- **RECEIVED** the Minutes of the Audit Committee meeting on 20 November 2018.
- **NOTED** the Audit Committee’s advice that The Apprenticeships – Framework Review report provided reasonable Assurance (amber) with one two high, one medium and two low priority recommendations and that the Follow Up review demonstrated reasonable progress in implementing agreed management actions.

ii) Audit Committee Annual Report

The Corporation **RECEIVED** the Audit Committee’s Report to the Corporation for the year ended 31 July 2018.

Audit Committee Recommendations

On the recommendation of the Audit Committee:

iii) The Corporation **APPROVED** changes to the Audit Committee Terms of Reference which would be updated on the website and Governor portal. The Staff Governors fed back that there seemed to be a 50:50 split between Colleges at the Staff Governors’ Conference who had retained or removed Staff Governors from the Audit Committee.

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The Corporation **APPROVED** the following items on the recommendation of the Audit Committee:

- iv)** The Engagement Letter with KPMG.
- v)** The External Audit Report from KPMG.
- vi)** The Audit Representation Letter for signature by the Chair.
- vii)** The Internal Audit Annual Report 2017/18 from RSM.
- viii)** The Risk Management Annual Report 2017/18.
- ix)** The Risk Management Plan 2018/19. The Vice Principal and Deputy Chief Executive agreed to respond to a Governor query about how visible the Capital Project risks were.
- x)** The Corporation **MONITORED** the Procurement Report for 2017/18.
- xi)** The Corporation **NOTED** the Engagement Letter for the Teachers’ Pension Statement Audit.
- xii)** The Corporation **RECEIVED** the Teachers’ Pension Statement from KPMG.

VPDCE

32.9 Report and Financial Statements

- i)** The Director of Finance confirmed that the financial position had not changed from that presented in October. The College had generated an operating deficit of £642k with the Statement of Comprehensive Income showing a deficit before tax in the year of £2,146k after pension adjustments (prior year – £2,981k deficit). Total comprehensive income for the year was £6,695k (prior year - £3,231k) after adjustment for the actuarial gain in respect of pension schemes. Total net assets were at £19,089k.
- ii)** The Corporation **APPROVED** the College Financial Statements for the year ended 31 July 2018 as recommended by the Audit Committee.
- iii)** The Chair thanked the Director of Finance and Finance Office staff on behalf of the Corporation for producing an excellent set of accounts with little adverse comment from the External Auditors, and for their work throughout the year. The Chair also thanked the Audit Committee for its work over the year.

32.10 Subsidiary Company Financial Statements

- i) The Corporation **NOTED** that Molinna Limited and NEWCEL had not traded during the year. Molinna Limited and NEWCEL had held their Annual General Meetings earlier in the day and the Financial Statements for the year ended 31 July 2018 (noted by the Audit Committee) had been approved by the Directors and were available on the Governor Portal.

32.11 Students' Union Annual Report

- i) The Vice Principal Information Systems and Student Experience outlined the Student Union report which was available in the Supporting Papers pack. The report reflected the Aims and Objectives of the Student Union, Executive Members, activities, charity fundraising, campaign weeks, societies, awards, handover, NUS card sales and elections. Three students had attended the recent Quality Group meeting which had been well received. One of the Staff Governors said that the Students Union was very good at supporting students with special educational needs and disabilities in the Sub.

The Corporation **APPROVED** the Student Union Annual Report for the year ended 31 July 2018

- ii) The Corporation **APPROVED** the Student Union Financial Statements for the year ended 31 July 2018 as recommended by the Audit Committee.

32.12 CONFIDENTIAL ITEMS

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- 32.16** *These items are recorded as Confidential Minutes 1 of 1*

TEACHING LEARNING AND ASSESSMENT

32.17 College Self Assessment Report/ College Improvement Plan

- i) The Director of Quality, HE and Professional sought approval for the final draft College Self-Assessment Report (SAR) for 2017/18. Two Corporation Members had attended the formal SAR validation event on 6 November 2018 under the Governor Insight Scheme, where the individual aspects of the SAR and grading were presented and looked at in depth. Minor additions had been made to the outcomes for learners section. The Grade profile remained Grade 2, Good, with the exception of provision for High Needs students which was graded 1, Outstanding. Progress against the CIP would be reported termly.
- ii) Governors challenged management, asking:
- One of the Governors who had attended the SAR validation day asked why there appeared to be little connection between the SAR validation event and the SAR. The day had been positive with discussion of underlying grading and development areas in detail and this was not reflected in the SAR. The Director of Quality, HE and Professional explained that the SAR was an Ofsted requirement and was written at a high level in a specific format to meet their needs. The more detailed discussions were recorded in the Director level reports and would be taken forward by management.
 - Governors felt that an aggregated high level report could mask underlying issues and requested information to provide an idea of how good the “good” scores were. The Director of Quality, HE and Professional agreed to provide a matrix for Governor information.
 - Governors asked why a “Self” assessment included quotes from the Ofsted report which was again explained as a result of the Ofsted focus of this report. Self Assessment also had to be grounded in evidence based judgements, which the Ofsted report provided.
 - One of the Governors who had attended the SAR validation day said it was important that Governors attended the validation day to understand the granularity of the discussion. All Directors had participated in the whole

DQHEP

event (rather than just presenting their own sections) and had challenged and supported their peers, which had worked well. Those who had been able to attend were able to attest to the robustness of the process.

- iii) The Corporation:
- **NOTED** changes to the draft Self Assessment Report considered on 9 October 2018
 - **APPROVED** the final Self Assessment Report
 - **NOTED** that no changes were proposed to the College Improvement Plan approved on 9 October 2018

32.18 College Strategic Plan

- i) The Principal explained changes to the Strategic Plan and Statement of Strategic Intent from the 2017-20 version, which were highlighted in the papers. A Governor had identified some typographical issues which he would communicate separately. Governors discussed whether to remove reference to the merger as this was felt to be increasingly irrelevant and it was agreed that would be removed from the next plan. Progress against the plan would be reviewed periodically by management and reported to the Corporation in the spring and autumn terms.

DA/P

The Corporation **APPROVED** the Strategic Plan 2018 - 21 and Statement of Strategic Intent 2018 - 21.

HIGHER EDUCATION

32.19 Academic Board

- i) Fiona Hellowell, the Governor representative on the Academic Board, outlined the work of the academic Board, which met twice a year to discuss performance and delivery of Higher Education (HE) in strategic and practical terms. Issues discussed included:

- The decline in numbers and the fact that with small groups even small reductions had an impact.
- Some confusion around the Students' "Boost" support offer. (The Director of Quality, HE and Professional stated that these issues had now been clarified.)

When asked if HE growth should be part of the Top Ten Strategic Aims, the Principal stated that the College was seeking to maintain HE at present. Growth would be an aim of the next plan as demographic number increases came through. Governors discussed the University culture of issuing unconditional offers, the effect this has had on recruitment and the possibility that Brexit could make this worse.

The Corporation **RECEIVED** the Minutes of the Academic Board meeting on 8 November 2018.

32.20 Higher Education Strategic Plan

- i) The papers included the review of progress against the 2017/18 plan, where most actions had been achieved. Issues remained with recruitment growth and continuation and these were reflected in the Higher Education Self Evaluation Document (HE SED). No changes were proposed to the strategy. Progress against the plan would be reviewed periodically by management and reported to the Corporation in the spring and autumn terms.

- ii) The Corporation **MONITORED** progress against the Higher Education Strategic Plan for 2017-18 and **NOTED** that there had been no changes to the Higher Education Strategic Plan 2016 -19.

32.21 Higher Education Self Evaluation Document (HE SED)

- i) The Director of Quality, HE and Professional confirmed that three of the five actions in the HE Improvement Plan had been completed and two carried forward. The SED was mapped against the relevant Quality Code and the Improvement Plan was set out against the College Mission Statement, "Inspire, Innovate, Advance".

The following points were made in response to Governor questions:

- The SED was for internal use and was not a published or student facing document.
- The HE Strategic Plan ran to 2019. A two year update would be provided to match the end of the College Strategic Plan and in 2021 the two plans would be merged.
- Non continuation at 19% was due to the issues in sport and engineering courses discussed under the KPI report. The College did not receive income for learners who did not progress. The Student Governors agreed that drop out was an issue as students sometimes underestimated the time commitment and failed to accommodate the assignment schedules. Although mature students sometimes had a different mindset, drop out had been marked on one students' access course. The Principal stated that good practice identified in courses such as media and IT with strong retention was being shared. One Student Governor identified fear of not getting into University as another issue, alongside the question of whether University was necessary with Apprenticeships for things such as nursing. The Principal stated that this was also a possible opportunity and an area where the College was in discussion with Staffordshire University.

The Corporation

- **MONITORED** progress against the 2017/18 Higher Education Improvement Plan
- ii) • **APPROVED** the Higher Education Self Evaluation Document
- iii) • **APPROVED** the 2018/19 Higher Education Improvement Plan

iv) Higher Education Annual Provider Review

The Director of Quality, HE and Professional explained the Provider Annual Assurance Statement required by the Office for Students.

The Corporation **APPROVED** the Annual Assurance Statement for the Office for Students for signature by the Principal as the accountable officer as a Governor on behalf of all of the Governors.

32.22 PEOPLE

i) Human Resource Report 2017/18

The Human Resource Report was comprehensive, covering Workforce profile; Workforce by age and gender; Flexible working requests; Apprentices; Staff recruitment; Performance management cases; Employee Reward, Staff turnover; Staff sickness absence; Levels of sickness; Long term sickness absence; BHSF (new 24 hour counselling service); Categories of sick absence; Gender pay gap; College gender pay reporting; Gender pay gap benchmarking, Steps to close the Gender Pay gap and Looking forward/next steps.

- ii) The Vice Principal and Deputy Chief Executive stated that the report included benchmarks from the AoC Workforce Survey and the College performance was generally at or slightly above those and was consistent with prior years. There had been a slight decrease in declared disability and a slight increase in ethnic diversity. The gender pay gap was calculated to 31/03/18 and so did not reflect changes to the Senior Leadership Team. Some data from local Colleges and

other employers was provided for comparison.

- iii) Governors felt that the report and cover paper were excellent examples of reporting and thanked the Vice Principal and Deputy Chief Executive and the HR Manager, who, Governors noted, was now moving on from the College.
- iv) The Corporation **MONITORED** staff turnover, sick absence data, gender pay gap reporting and performance management in the context of the Human Resource Report.

32.23 Safeguarding Policies and Prevent Strategy

- i) The Vice Principal Information Systems & Student Experience summarised the Safeguarding Report which was included in the Supporting Papers. There had been 390 referrals with 15 referrals made to Children's Services, but 79% were already known to them. Inter Agency working was good and had improved although there remained some confusion over early help. 24 Students had benefitted from funded counselling. Students could now self refer and the Student Governors said that this facility was appreciated. The data was largely positive with some measures being put in place around Looked After Children.
- ii) The Safeguarding Governor confirmed that she had attended Safeguarding meetings and that the system was working as it should. The Chair thanked the Vice Principal Information Systems & Student Experience and her team for their ongoing work and the informative Safeguarding training at the Away Event on behalf of the Corporation.
- iii) The Corporation **MONITORED** the application of the Safeguarding Policy in 2017/18 and **RECEIVED** the Safeguarding Annual Report for 2017/18 (including Prevent).

32.24 Prevent

- i) The Vice Principal Information Systems & Student Experience reported on the use of Prevent and the full report was available in the Supporting Papers. The policy and premises based actions were largely completed and future actions were more activity based. The Strategy was similar with the inclusion of some Ofsted comments. There had been three Prevent referrals in the year, one of which had reached Panel Level but with no further action required. The Vice Principal Information Systems & Student Experience was joining the local Prevent Panel so would benefit further from shared approaches and regional links..
- ii) The Corporation **MONITORED** progress against the Prevent Action Plan for 2017/18 and **APPROVED** the Prevent Strategy, Risk Assessment and Action Plan for 2018/19.

32.25 Equality and Diversity

- i) The Director of Quality, HE and Professional explained that the Equality and Diversity Action Plan was monitored termly by the Equality and Diversity Group. The papers included the Objectives and the Equality and Diversity Impact Measures (EDIMs) for 2017/18 and 2018/19. The prior year objectives had all been achieved, including the Investors in Diversity award with a successful year for EDIMs. However, there were some lower achieving groups of males and retention and achievement of Looked After Children and independent livers needed improvement and these were reflected in the new Objectives. The Annual Report in the Supporting Papers, produced by Sal Friel, the Student Services Manager, was a celebration highlighting successes.

- ii) The Corporation:
- **MONITORED** progress against the Equality and Diversity Objectives and the Equality and Diversity Impact Measures (EDIMs) and Action Plan for 2017/18
 - **APPROVED** the Equality and Diversity Objectives and the Equality and Diversity Impact Measures (EDIMs) and Action Plan for 2018/19
 - **RECEIVED** the Equality and Diversity Annual Report for 2017/18

32.26 Corporation Training Update

i) The Clerk to the Corporation presented a summary of Governor training RAG rated with an academic year key. The records reflected the recent Safeguarding Training at the Away Event. Governors were asked to report any more recent training (in College or in the workplace) to the Clerk to the Corporation. There were no red rated areas and the four most recently appointed Governors had between one and four areas to complete.

ii) The Staff Governors reported back from the Conference on 30 November 2018 which had included:

- Mergers – some Colleges had experienced several. Some were now demerging. Some research underway as to merger success.
- Ofsted's new Common Inspection Framework would include a pre-Inspection staff survey.
- T-levels issues around UCAS points, travel, employers etc
- Staff Governors on Audit Committees
- Ethical Leadership. Challenges around mental health issues and pastoral care.
- The Insolvency Regime. 40% of Colleges were in financial difficulties.

iii) The Corporation:

- **MONITORED** progress in updating core training
- **RECEIVED** feedback from the Staff Governor Conference on 1 December 2018

32.27 Arrangements for Obtaining Staff and Students Views

i) The Clerk to the Corporation reminded Members that there was a legal requirement in Instrument 3 (1) (aa) of the Instrument and Articles of Government to publish arrangements for obtaining the views of staff and students on the determination and periodic review of the educational character and mission of the institution and the oversight of its activities. The statement proposed reflected practice in the College and had been discussed at the Governance Planning Meeting on 1 October 2018.

ii) The Corporation **APPROVED** the publication of the statement in compliance with Article 3(1)(aa) of the Instrument and Articles of Government

32.28 Any Other Urgent Business

There was no other Urgent Business.

32.29 Meeting Reflection

i) Members felt that the meeting had been valuable with some excellent reports under consideration and evidence of Governor Challenge.

ii) Members **REVIEWED** the meeting and **CONSIDERED** Governor "impact".

32.30 Date and Time of Next Meeting

i) Christmas Meal: Tuesday 11 December 2018, 5.45pm for 6.00pm, The Source, Worcester.

- ii) Tuesday 12 February 2019, 5pm for 5.30pm, O2.03, Osprey House, Redditch.

In accordance with the Corporation resolution under Instrument 13 of the Instrument and Articles of Government, the Student Governors left the meeting at this point

RESTRICTED CONFIDENTIAL ITEMS

32.31 Audit Committee Minutes and Recommendations

- i) Governors asked about the performance of Integral and the Vice Principal and Deputy Chief Executive reassured them that Integral's performance was good. The high maintenance costs related to Estates issues which had been resolved piecemeal in different ways with different contractors on different sites over many years. The Vice Principal and Deputy Chief Executive, Director of Finance and Facilities Director were meeting to discuss essential priority expenditure for the rest of the year.
- ii) The Corporation **RECEIVED** the Confidential Minutes 1 of 2 of the Audit Committee meeting on 20 November 2018.

In accordance with the Corporation resolution under Instrument 13 of the Instrument and Articles of Government, the Staff Governors left the meeting at this point

RESTRICTED CONFIDENTIAL ITEMS

32.32 Minutes of the Previous Meeting

- i) The Corporation **APPROVED** the Confidential Minutes 2 of 3 of the meeting held on 9 October 2018.

32.33 Matters Arising

- i) The revised Redundancy Policy had now been agreed with the Unions and the wording change in Section 6.1 was provided for the Corporation. One Matter Arising remained outstanding.
- ii) The Corporation **MONITORED** action taken and remaining to be taken in respect of Matters Arising from the Confidential Minutes of meetings.

The Senior Post Holders and staff members left the meeting at this point

X RESTRICTED CONFIDENTIAL ITEMS

32.34 Minutes of the Previous Meeting

- i) The Corporation **APPROVED** the Confidential Minutes 3 of 3 of the meeting held on 9 October 2018.

The meeting closed at 8.30pm

Signed:

Date:

Sue Frost

Clerk to the Corporation
6 December 2018

DRAFT