



## CORPORATION MEETING

To be held on Tuesday 17 December 2019 at 5.30 p.m.

in The Source, All Saints Building, Worcester

### AGENDA

| Item: | Start: |   | Page: | Lead: |
|-------|--------|---|-------|-------|
| 38.1  | 5.30   | <b>Corporation Private Session</b>  | –     | Chair |
| i)    |        | Members are invited to raise any issues which they wish to discuss in the absence of College Management   |       |       |
|       |        | <i>The Principal and College Senior Leadership Team members will join the meeting at this point</i>   |       |       |
| 38.2  | 5.40   | <b>Apologies</b>  | –     | Clerk |
| 38.3  |        | <b>Declarations of Interest</b>   | –     | Chair |
| i)    |        | Members are asked to <b>declare</b> any Interests, financial or otherwise, which they may have in any Agenda Item                                   |       |       |
| 38.4  |        | <b>Minutes of the Last Meeting</b>  |       | Chair |
| i)    |        | To <b>approve</b> the Minutes of the meeting held on 8 October 2019   | 8     |       |
| ii)   |        | To <b>approve</b> the Notes of the Away Event held on 29 November 2019  | 20    |       |
| 38.5  |        | <b>Matters Arising</b>  | 26    | Clerk |
| i)    |        | To <b>monitor</b> action taken and remaining to be taken in respect of Matters Arising from the Minutes of previous meetings and Notes of workshops |       |       |
| 38.6  |        | <b>Determination of any Other Urgent Business</b>   | –     | Chair |
| 38.7  | 5.45   | <b>PRINCIPAL'S REPORT</b>   |       |       |
| i)    |        | <b>Principal's Update for Governors</b>   | 30    | P     |
|       |        | <b>Curriculum and Quality Key Performance Indicators:</b>   | 31    |       |
| ii)   |        | Final 2018/19 performance against targets and national statistics (where available)   | 34    | VPVTE |
| iii)  |        | 2019/20 year to date performance against targets  | 37    | VPVTE |
| iv)   |        | <b>Financial Key Performance Indicators and Management Accounts Summary</b>   | 41    | DF    |
| v)    |        | <b>Learner Number Update</b>  | 50    | DF    |

| Item:        | Start:      |   | Page:            | Lead:              |
|--------------|-------------|---|------------------|--------------------|
|              |             | To <b>receive</b> the Principal's Report and <b>monitor</b> progress against targets                                  |                  |                    |
|              |             | <b>EXTERNAL PARTNERSHIPS</b>  |                  |                    |
| <b>38.8</b>  | <b>6.00</b> | <b>Subcontracting</b>   |                  | <b>DFDEC</b>       |
| i)           |             | To <b>monitor</b> partner performance/ quality outcomes for 2018/19   | <b>51</b>        |                    |
| ii)          |             | To <b>monitor</b> partner performance/ quality outcomes to date in 2019/20  | <b>53</b>        |                    |
| <b>38.9</b>  |             | <b>Employer Satisfaction Survey</b>   | <b>57</b>        | <b>DFDEC</b>       |
| i)           |             | To <b>monitor</b> Employer Satisfaction   |                  |                    |
|              |             | <i>The Director of Employer and External Relationships will leave the meeting at this point</i>                       |                  |                    |
|              |             | <b>STRATEGIC FOCUS</b>  |                  |                    |
| <b>38.10</b> | <b>6.10</b> | <b>AUDIT AND ACCOUNTS</b>   |                  |                    |
| i)           |             | <b>Audit Committee</b>  | <b>61</b>        | <b>Audit Chair</b> |
|              |             | To <b>receive</b> the Minutes of the Audit Committee meeting on 19 November 2019, noting the Audit Committee's advice | <b>SP</b>        |                    |
| <b>38.11</b> |             | <b>Audit Committee Annual Report</b>  | <b>64</b>        | <b>Audit Chair</b> |
| i)           |             | To <b>receive</b> the Audit Committee's Report to the Corporation for the year ended 31 July 2019                     |                  |                    |
| <b>38.12</b> |             | <b>Audit Committee Recommendations</b>  |                  | <b>Audit</b>       |
|              |             | To <b>receive</b> the following items, on the recommendation of the Audit Committee:                                  |                  |                    |
| i)           |             | The Internal Audit Annual Report 2018/19 from RSM   | <b>SP</b>        |                    |
| ii)          |             | The revised External Audit Report from KPMG   | <b>To Follow</b> |                    |
| iii)         |             | The Teachers' Pension Statement from KPMG   | <b>SP</b>        |                    |
| iv)          |             | The Regularity Self Assessment Questionnaire  | <b>SP</b>        |                    |
|              |             | To <b>approve</b> the following items, on the recommendation of the Audit Committee:                                  |                  | <b>Chair</b>       |
| v)           |             | • The Audit Representation Letter   | <b>75</b>        |                    |
| vi)          |             | • The revised Audit Committee Terms of Reference  | <b>82</b>        |                    |
| vii)         |             | • The Risk Management Annual Report 2018/19   | <b>88</b>        |                    |
| viii)        |             | • The Risk Management Plan 2019/20  | <b>91</b>        |                    |
| ix)          |             | • The Strategic Risk Register – Autumn Term 2019  | <b>102</b>       |                    |
| x)           |             | • The revised Whistleblowing Procedure  | <b>115</b>       |                    |
|              |             | To take the following action on the recommendation of the Audit Committee:  |                  |                    |
| xi)          |             | • To <b>monitor</b> the Procurement Report as recommended by the Audit Committee                                      | <b>SP</b>        |                    |
| xii)         |             | • To <b>note</b> the Engagement Letter for the Teachers' Pension Statement Audit                                      | <b>SP</b>        |                    |
| <b>38.13</b> | <b>6.25</b> | <b>Remuneration Committee</b>   | <b>126</b>       | <b>RC</b>          |

| Item:        | Start:      |  | Page:      | Lead:           |
|--------------|-------------|--|------------|-----------------|
| i)           |             | To <b>approve</b> the following items, on the recommendation of the Remuneration Committee :   |            | <b>Chair</b>    |
|              |             | • The Senior Post Holder Remuneration Policy   | <b>127</b> |                 |
|              |             | • The Senior Post Holder Policy for Income Derived from External Activities  | <b>131</b> |                 |
|              |             | • The revised Remuneration Committee Terms of Reference  | <b>134</b> |                 |
| ii)          |             | To <b>receive</b> the Remuneration Committee's Report to the Corporation for the year ended 31 July 2019   | <b>138</b> |                 |
| <b>38.14</b> |             | <b>Report and Financial Statements</b>   | <b>143</b> | <b>AC</b>       |
| i)           |             | To <b>approve</b> the College Financial Statements for the year ended 31 July 2019 as recommended by the Audit Committee   |            | <b>Chair/DF</b> |
| <b>38.15</b> |             | <b>Subsidiary Company Financial Statements</b>   | <b>SP</b>  | <b>Chair</b>    |
| i)           |             | To <b>note</b> that Molinna Limited and NEWCEL have not traded during the year, that the Annual General Meetings for these companies will be held on 17 December 2019 and the Financial Statements for the year ended 31 July 2019 were noted by the Audit Committee |            |                 |
| ii)          |             | To <b>appoint</b> a Governor volunteer as Director of Molinna Ltd with effect from 31 July 2019  |            |                 |
| <b>38.16</b> | <b>6.35</b> | <b>Students' Union Annual Report</b>   | <b>201</b> | <b>VPISSE</b>   |
| i)           |             | To <b>approve</b> the Students' Union Annual Report for the year ended 31 July 2019  | <b>SP</b>  |                 |
| ii)          |             | To <b>approve</b> the Students' Union Financial Statements for the year ended 31 July 2019   | <b>203</b> |                 |
| <b>38.17</b> | <b>6.40</b> | <b>TEACHING LEARNING AND ASSESSMENT</b><br><b>College Self Assessment Report</b>   | <b>204</b> | <b>VPVTE</b>    |
| i)           |             | To <b>approve</b> the final Self Assessment Report for 2018/19   |            |                 |
| <b>38.18</b> | <b>6.50</b> | <b>College Strategic Plan</b>  | <b>249</b> | <b>VPICEL</b>   |
| i)           |             | To <b>monitor</b> progress <b>against</b> detailed Strategic Plan Objectives for Autumn 2019   | <b>251</b> |                 |
| <b>38.19</b> | <b>7.00</b> | <b>English and Mathematics Task and Finish Group</b>   | <b>267</b> | <b>EMTFG</b>    |
| i)           |             | To <b>receive</b> the Notes from the English and Mathematics Task and Finish Group meeting held on 19 November 2019  | <b>SP</b>  | <b>Chair</b>    |
| ii)          |             | To <b>approve</b> a change to the English and Mathematics Task and Finish Group Terms of Reference   | <b>SP</b>  |                 |
| <b>38.20</b> |             | <b>Higher Education</b>  | <b>269</b> |                 |
| i)           | <b>7.05</b> | <b>Academic Board</b>  | <b>SP</b>  | <b>P</b>        |
|              |             | To <b>receive</b> the Minutes of the Academic Board meeting on 21 November 2019  |            |                 |
| ii)          |             | <b>Higher Education Strategic Plan</b>   | <b>271</b> | <b>P</b>        |
|              |             | • To <b>monitor</b> progress against the Higher Education Strategic Plan in 2018-19  |            |                 |

| Item: | Start: |  | Page:      | Lead:         |
|-------|--------|--|------------|---------------|
|       |        | <ul style="list-style-type: none"> <li>To <b>approve</b> the Higher Education Strategic Plan 2019 - 21</li> </ul>  |            |               |
| iii)  |        | <b>Higher Education Self Evaluation Document</b>   | <b>288</b> | <b>P</b>      |
|       |        | <ul style="list-style-type: none"> <li>To <b>monitor</b> progress against the 2018/19 Higher Education Action Plan</li> </ul>  | <b>290</b> |               |
|       |        | <ul style="list-style-type: none"> <li>To <b>approve</b> the Higher Education Self Evaluation Document</li> </ul>  | <b>301</b> |               |
|       |        | <ul style="list-style-type: none"> <li>To <b>approve</b> the 2019/20 Higher Education Action Plan</li> </ul>   | <b>318</b> |               |
|       |        | <b>FINANCE AND MANAGEMENT INFORMATION</b>  |            |               |
| 38.21 | 7.20   | <b>Education and Skills Funding Agency (ESFA) Financial Health Review</b>  | <b>326</b> | <b>DF</b>     |
| i)    |        | To <b>review</b> the ESFA Financial Health Review and College Dashboard  | <b>329</b> |               |
| 38.22 |        | <b>Tender Committee</b>  | <b>331</b> | <b>DF</b>     |
| i)    |        | To <b>receive</b> the recommendation of the Tender Committee and <b>approve</b> the appointment of Leon Building Services (Evesham) Ltd for the Cathedral refurbishment all floors project | <b>332</b> |               |
|       |        | <b>PEOPLE</b>  |            |               |
| 38.23 | 7.30   | <b>Human Resource Report 2018/19</b>   | <b>335</b> | <b>VPDCEO</b> |
| i)    |        | To <b>monitor</b> staff turnover, sick absence data gender pay gap reporting and performance management.   | <b>338</b> |               |
| 38.24 | 7.40   | <b>Safeguarding Report 2018/19</b>   |            | <b>VPISSE</b> |
| i)    |        | To <b>monitor</b> Safeguarding and Prevent Policies and  | <b>359</b> |               |
| ii)   |        | To <b>receive</b> the Safeguarding Annual Report for 2018/19   | <b>SP</b>  |               |
| 38.25 | 7.45   | <b>Prevent</b>   | <b>363</b> | <b>VPISSE</b> |
| i)    |        | To <b>monitor</b> progress against the Prevent Action Plan for 2018/19   |            |               |
| ii)   |        | To <b>approve</b> the Prevent Strategy, Risk Assessment and Action Plan for 2019/20  | <b>365</b> |               |
| 38.26 | 7.50   | <b>Equality and Diversity</b>  | <b>379</b> | <b>VPISSE</b> |
| i)    |        | To <b>receive</b> the Equality and Diversity Annual Report for 2018/2019   | <b>SP</b>  |               |
| ii)   |        | To <b>monitor</b> progress against the Equality and Diversity Objectives and the Equality and Diversity Impact Measures (EDIMs) and Action Plan(s) for 2018/19                             | <b>382</b> |               |
| iii)  |        | To <b>approve</b> the Equality and Diversity Objectives and the Equality and Diversity Impact Measures (EDIMs) and Action Plan for 2019/20   | <b>389</b> |               |
|       |        | <i>The Vice Principal Information Systems and Student Experience will leave the meeting at this point</i>  |            |               |
| 38.27 | 7.55   | <b>CONFIDENTIAL ITEMS</b>  |            |               |
| - 31  |        | See separate Agenda and papers   |            |               |

| Item:        | Start:      |  | Page:      | Lead:        |
|--------------|-------------|--|------------|--------------|
|              |             | <b>GOVERNANCE</b>  |            |              |
| <b>38.32</b> | <b>8.15</b> | <b>Governance and Search Committee</b>   | <b>395</b> | <b>GS</b>    |
| i)           |             | To <b>receive</b> the Minutes of the meeting held on 22 October 2019 and <b>action</b> Governance and Search Committee recommendations:  | <b>SP</b>  | <b>Chair</b> |
| ii)          |             | To <b>approve:</b>   | <b>SP</b>  |              |
|              |             | • The revised Governance and Search Committee Terms of Reference   | <b>397</b> |              |
|              |             | • The revised Role Description and Person Specification for the Chair  | <b>402</b> |              |
|              |             | • The revised Role Description for the Vice Chair Corporation  | <b>403</b> |              |
|              |             | • The Cycle of Business  | <b>408</b> |              |
|              |             | • The revised Terms of Reference for a Cycle of Business Task and Finish Group   |            |              |
| iii)         |             | To <b>note</b> the resignation of Debbie Morris from the English and Mathematics Task and Finish Group   | -          |              |
| iii)         |             | To <b>appoint:</b>   | -          |              |
|              |             | • Susannah Twigg as the nominated and elected Student Governor for Bromsgrove and Redditch campuses to 31 July 2020, and as a Member of the Governance and Search Committee (DBS check received) |            |              |
|              |             | • Fiona Hellowell as a Member of the Remuneration Committee  |            |              |
|              |             | • A Governor volunteer as a Member of the English and Mathematics Task and Finish Group  |            |              |
|              |             | • A Chair and Governor volunteers as Members of the Cycle of Business Task   |            |              |
|              |             | • Selina Stewart as external Co-opted Member of the Cycle of Business Task and Finish Group  |            |              |
| <b>38.33</b> | <b>8.20</b> | <b>Corporation Training Update</b>   | <b>410</b> |              |
| i)           |             | To <b>monitor</b> progress in updating core training   | <b>411</b> | <b>Clerk</b> |
| ii)          |             | To <b>receive</b> feedback from recent Conferences and Training Events   |            |              |
|              |             | • AoC West Midlands CEOs, Principals and Chairs' Network   | <b>SP</b>  |              |
|              |             | • The National Student Governor Training Programme   |            |              |
|              |             | • Regional Student Governor Induction  |            |              |
|              |             | • AoC/ETF Governance Development Programme   |            |              |
| <b>38.34</b> | <b>8.25</b> | <b>Any Other Urgent Business</b>   | -          | <b>Chair</b> |
| <b>38.35</b> |             | <b>Identification of Confidential Items</b>  |            | <b>Chair</b> |
| i)           |             | To <b>identify</b> items to be recorded in Confidential Minutes  |            |              |
| <b>38.36</b> |             | <b>Date and Time of Next Meeting</b>   | -          | <b>Chair</b> |
| i)           |             | Tuesday 11 February, 5.00pm for 5.30pm, 02.03 Osprey House, Redditch   |            |              |

**Item: Start:**

**Page: Lead:**

*If the Corporation so resolve, in accordance with Instrument 13 of the Instrument and Articles of Government, the Staff and Student Governors will leave the meeting at this point*

**38.37 8.30 RESTRICTED CONFIDENTIAL ITEMS**  
– See separate Agenda and Papers  
**38.38**

*The Principal and Senior Leadership Team members will leave the meeting at this point*

**38. 39 8.35 X RESTRICTED CONFIDENTIAL ITEMS**  
See separate Agenda and Papers

Sue Frost  
Clerk to the Corporation  
15 August 2019  
Last update: 9 December 2019