



GOVERNING BODY

Minutes of Meeting on Thursday 27 October 2016

Present:	Mr J Turner (<i>Chair</i>)	Chair of Governors
	Ms N Cuffy	Governor
	Ms S Gannon	Staff Governor
	Mr S Holderness	Governor
	Mr I Mattioli	Governor
	Ms M Moore	Governor
	Ms S Munden	Staff Governor
	Ms S Overton-Edwards	Principal
	Mr J Pain	Governor
In Attendance:	Mr J Bagley	Vice-Principal Curriculum
	Mr N Leivas-Mistry	Vice-Principal Quality
	Mr H Ravat	Vice-Principal Resources
	Mr R Mansfield	Clerk

Ref.		Action
B/16/32	<p>Item 1 – Attendance and Membership Matters:</p> <p><i>1.1 Apologies for Absence</i> Apologies for absence were received from Harnish Hadani, John Kirk and Harshad Solanki. The meeting was declared quorate.</p> <p><i>1.2 Declarations of Interest in Agenda Items</i> There were no declarations of interest in agenda items.</p> <p>Search Committee Matters:</p> <p><i>1.3 Board and Committee Vacancies</i> Robert Mansfield advised the meeting that the term of office of Nelista Cuffy was about to expire. The Search Committee had considered her attendance, skills and contribution and had recommended that she should be reappointed. Nelista Cuffy had offered to serve for a further term. The Board unanimously agreed to reappoint Nelista Cuffy for a further term of four years, ending 31 October 2020. Robert Mansfield informed the meeting that Lesley Hammond had resigned her College governorship for personal reasons in September 2016. This had left the Standards & Quality Committee below its minimum strength and had also created</p>	

a skills gap which needed to be addressed. This matter would be considered by the Search Committee on 3 November 2016.

The meeting received this oral report and reappointed Nelista Cuffy as a College governor.

B/16/33 Item 2 – Minutes of the Previous Meeting and Matters Arising:

2.1 Minutes of Meeting on 28 June 2016

The minutes of the meeting on 28 June 201 were accepted as an accurate record and were duly signed by John Turner.

2.2 Matters Arising from the Minutes

Suzanne Overton-Edwards confirmed that 'top up' Prevent training had been provided for staff and governors in the current term; training for students would be arranged shortly. She had passed on thanks to those involved in the Next Steps Day held in the summer term. The risk register had been revised as requested. Hamid Ravat confirmed that the fees policy had been amended as required.

B/16/34 Item 3 – Curriculum and Quality Issues:

3.1 Examination Results Summer 2016

Naz Leivas-Mistry presented an analysis of the examination results for the summer 2016 prepared for the Standards & Quality Committee. Because of the pressures of a very busy enrolment period and the fact that the published results were themselves subject to ongoing changes the analysis was now somewhat out-of-date. National data for high grades were not yet available, because of lack of agreement about definition. He asked the meeting to note recent changes in terminology: in particular, 'achievement' was now used to denote what had previously been called 'success'.

The headlines in the College's results were as follows:

- Results at A and AS levels had declined relative to 2014/2015 but were slightly above national rates for that year
- Results for GCSE English (37%) and Mathematics (42%) were comfortably above national rates for 2014/2015
- Value added figures had just become available and, though somewhat improved, were generally not good enough
- Aggregate results were 0.5% below the national GFE average for 2014/2015.

Steve Holderness asked, given that schools also were competitors, how the College's results compared with those of local school sixth forms. Naz Leivas-Mistry said that he did not have this information. Ian Mattioli asked how the College defined what was good enough. Naz Leivas-Mistry replied that the College regarded results 4% above the GFE benchmark as acceptable and aspired to achieve 8% above this norm. Ian Mattioli asked whether the College set internal

standards. Naz Leivas-Mistry said that the College looked for year-on-year improvement.

The meeting received the report on examination results.

3.2 OfSTED Inspection October 2016

Suzanne Overton-Edwards reported that the College had undergone a full OfSTED inspection over the period 11 to 14 October 2016. It had been a very negative experience. The advice at the end of the inspection had been that the College was likely to be judged Inadequate in almost every respect, subject to national moderation. The inspection had not felt like a balanced assessment. The official report was expected shortly.

Naz Leivas-Mistry said that the inspectors had rejected all positive evidence submitted to them. Comments from teachers whose lessons had been observed had been generally positive, but inspectors had given no feedback to the teachers, as was usual, and had then condemned what they had observed. A very large number (of some 200) students had completed the OfSTED student survey; although the responses had been overwhelmingly positive OfSTED had ignored them.

A Post-Inspection Action Plan was in preparation, and the College would receive regular monitoring visits leading up to a further full inspection in 15 months.

Suzanne Overton-Edwards said that the timing of the recent inspection, which had been early, had probably been influenced by the Area-Based Review process. A very strong emphasis had been placed on the Department for Education's value added data.

Steve Holderness asked whether the College should not appeal. Suzanne Overton-Edwards said that she was satisfied that any appeal would fail. It would take up a great deal of time that could be better spent. Naz Leivas-Mistry said that the College had been inspected under a new inspection regime; the inspectors had shown him the particulars upon which they would be able to defend their judgments, when he had questioned them. Ian Mattioli said that there was likely to be a negative impact on the College's reputation and its future recruitment, and that this needed careful management. Suzanne Overton-Edwards said that the outcome of the inspection had come as a huge shock to staff. Communications would have to be very carefully managed and there would be appropriate dialogue with feeder schools. The emphasis would be upon student progression, where the College had a strong track record. Future communications would make appropriate use of the feedback from the monitoring visits. Ian Mattioli said that the outcome of the inspection was completely at odds with his first-hand experiences of visiting the College. John Turner said that the

outcome had unfortunately greatly weakened the College's ability to influence its future after the Area-Based Review.

The meeting received the oral report on the OfSTED inspection.

3.3 Termination of Provision Subcontracted to GEMEG

Suzanne Overton-Edwards reported that the College's subcontracting agreement with GEMEG had been terminated at the end of the previous term upon notice from GEMEG. The arrangement had covered 40 students seeking to pursue football-related careers. Concerns about the quality of GEMEG's provision had increased prior to this action. John Turner said that the College would have ended the agreement anyway.

The meeting received this oral report.

B/16/35 Item 4 – Student Issues:

4.1 Student Matters

Robert Mansfield reported that he had been advised by Liz Ward that steps to elect the Student Governors for the current year were well advanced and that both should be in place in time for the meeting of the Student Affairs Committee in November. He was liaising with Liz Ward about arrangements for induction prior to this meeting.

The meeting noted this oral report.

B/16/36 Item 5 – Finance & Estates Matters:

5.1 Estates Issues

Hamid Ravat presented the highlights of a report on estates matters recently considered by the Finance, Staffing & General Purposes Committee.

The main element of the programme of summer works had been the creation of the mezzanine floor above the canteen, and the creation of additional classroom space. The College had also upgraded and expanded its IT and telephony. The old minibus had been sold. It was hoped that the Leicester City Council Planning Committee would give consent to the development of the Blackbird Road land at a meeting in November 2016.

The meeting received the report on estates issues.

5.2 Annual Health & Safety Report 2015/2016

Hamid Ravat presented the annual health & safety report for 2015/ 2016. This had recently been considered by the Finance, Staffing & General Purposes Committee. The report covered the number and types of incidents and accidents recorded; first aid arrangements; college minibuses; fire regulations and specialist staffing. John Turner noted that the report was similar to that for the previous year.

The meeting received the annual health and safety report.

5.3 Learner Numbers Report 2016/2017

Hamid Ravat presented the learner numbers report for 2016/2017. This reflected the College's strong recent recruitment. Funding values should be available for the next meeting, after the first ILR report had been submitted.

The meeting received the learner numbers report.

5.4 Revised Budget 2016/2017 and Financial Forecast 2016/2018

Hamid Ravat reported that the financial impact of the termination of the GEMEG contract had been of sufficient significance to warrant a revision of the budget and financial forecast approved by the Board at its last meeting. The revised budget and forecast took account also of the need to engage more teaching staff in the light of the recent increase in student numbers. The Finance, Staffing & General Purposes Committee had scrutinized the report and commended the changes to the Board. The effect of the revision was to move the budgeted outturn for 2016/2017 from a deficit of £75K to a surplus of £25K. Hamid Ravat believed that the final result might in fact be nearer to breakeven.

Nelista Cuffy then proposed and Jim Pain seconded the approval of the revised budget and financial forecast.

The Board unanimously approved the revised budget and financial forecast.

5.5 Draft Management Accounts 2015/2016

Hamid Ravat presented the draft management accounts as considered by the Finance, Staffing & General Purposes Committee on 25 October 2016. The accounts had been prepared prior to a recent visit by the auditors at which an adjustment had been agreed. After an unexpectedly large FRS17 charge in respect of future pension liabilities the accounts showed a deficit of £94K. The underlying surplus had been £110K as compared with the budgeted figure of £200K. The adverse variance of £90K was the net result of the following:

- Higher income (£59K above budget)
- Pay costs (£18K above budget)
- Non-pay costs (£170K above budget, due in the main to the very high costs of supply staff).

The closing cash position was strong at £2.8 million.

A late adjustment had been agreed with the auditors in respect of unspent funding for free meals, as it had become clear that the EFA would not reclaim these funds nor require them to be carried over into the current year. The effect of this adjustment was to turn the overall result for 2015/2016 into a surplus of £25K.

Ian Mattioli asked why the unspent funds had not be applied to free meals. Hamid Ravat said that meals could be provided to those students only who met the eligibility criteria.

The meeting received the draft management accounts.

B/16/37 **Item 6 – Marketing Issues:**

6.1 Marketing Strategy 2016/2017

James Bagley presented the highlights of the marketing strategy. The timeframe had been limited to the current year, in line with the College's strategic plan, in view of the Area-Based Review. The contents of the strategy were broadly unchanged as the previous strategy had been proved successful in creating a strong brand and supporting increased recruitment. Current efforts were largely focused on preparing for the Open Day on 5 November and promoting the College across its target catchment area.

The meeting received the marketing strategy.

6.2 Student Recruitment for 2016/2017

James Bagley gave a brief oral report on student recruitment for the current academic year. As had been already reported there had been a significant increase in student numbers. There had been particularly strong recruitment in Science, Business, Learning for Life and Work, and Healthcare and Public Services.

The meeting received this oral report.

B/16/38 **Item 7 – Staffing Issues:**

7.1 Staffing Report

Naz Leivas-Mistry presented the main points of the staffing report for October 2016. This had been scrutinized by the Finance, Staffing & General Purposes Committee. As was usual for the time of year, there had been considerable numbers of starters (several of whom had been recruited from the previous year's supply staff) and leavers (including retirees and members suffering from long term illness). There were strong fields of candidates for the few outstanding vacancies, although he advised the meeting that recruitment for many posts across the sector was now becoming much more difficult. He then presented the sickness absence statistics for 2015/2016 and for 2016/2017 to date.

The meeting received the staffing report.

7.2 Staff Survey Action Plan

Suzanne Overton-Edwards said that she would bring the action plan in response to the staff survey undertaken in May 2016 to the next meeting of the Board.

The meeting noted this oral report.

7.3 Annual Report on Equality Diversity and Inclusivity 2015/2016

Naz Leivas-Mistry presented the annual report on equality diversity and inclusivity for 2015/2016. This report was an

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innovation in response to the Code of Good Governance for English Colleges. The report had been written from the perspective of staff. (A separate report from the perspective of students would be taken to the Standards & Quality Committee.) The report concluded that the profile of the staff was well matched to the profile of students, and therefore provided a good range of appropriate role models. He had found no patterns of disadvantage or discrimination.

The meeting received this report.

7.4 Annual Human Resources Management Report 2015/2016

Naz Leivas-Mistry presented the annual report on human resources management for 2015/2016. This report was an innovation in response to the Code of Good Governance for English Colleges. He outlined the scope and format of the report, and emphasized the many significant developments introduced during the year.

The meeting received this report.

B/16/39 Item 8 – Governance Issues:

8.1 Annual Report of the Internal Auditors 2015/2016

Hamid Ravat presented the annual report of the previous internal auditors for 2015/2016. This had been considered by the Audit Committee. He highlighted the assurance provided in the Overall Assurance and the auditors' opinion that the 'College has adequate and effective management, control and governance processes to manage its achievement of the College's objectives.'

The meeting received the annual report of the internal auditors.

8.2 Internal Audit Strategy 2016/2017

Hamid Ravat presented the internal audit strategy for 2016/2017 prepared by the College's newly appointed internal auditors, ICCA ETS. The approach was risk-based and had drawn upon the risks identified in the College risk register as having the highest residual scores.

The meeting received the annual audit strategy.

8.3 Board Assurance Policy

Robert Mansfield presented the board assurance policy. He had recently reviewed this and found no reason to recommend any changes. The policy had been commended by the Finance, Staffing & General Purposes Committee.

The meeting endorsed the board assurance policy.

8.4 Annual Report of the Audit Committee 2015/2016

In the absence of Harnish Hadani, Robert Mansfield presented the annual report of the Audit Committee for 2015/2016. This was a factual account of the Committee's constitution,

membership and activities during the year. The Committee had achieved its targets, including taking the decision to tender and then appointing new internal auditors. The report contained the assurance that 'in the view of the Committee, which has taken into account the reports of the Financial Statements and Regularity Auditors and the Internal Auditors, there is reasonable assurance that the College's risk management, corporate governance and control systems remain adequate and effective.'

The meeting received the annual report of the Audit Committee.

8.5 Annual Learner Involvement Report 2015/2016.

Naz Leivas-Mistry presented the annual report on learner involvement for 2015/2016. This report was an innovation in response to the Code of Good Governance for English Colleges. He highlighted the instances where student criticisms had led to improvements for learners at the College. This had been one of the few positives recently recognized by OfSTED.

The meeting received the report.

8.6 Governors' Attendance 2015/2016

Robert Mansfield presented an analysis of governors' attendance in 2015/2016. Given the increase in the number of scheduled attendances, he believed the combined rate of 83% was very commendable. He congratulated Nelista Cuffy, Sarah Gannon, Suzanne Overton-Edwards and Nishil Unadkat on their records of 100% attendance. Hamid Ravat advised members that in future their attendance levels would be published in the College's annual report, as this had become mandatory.

The meeting received the report.

8.7 Annual Safeguarding Report 2015/2016

Suzanne Overton-Edwards presented the annual safeguarding report for 2015/2016. This had been largely prepared by Shirley Munden. The report covered the College's duties, policy, the safeguarding team (including John Kirk as safeguarding governor) and training received, disclosures during the year, external partners and action points. There had been one Prevent-related disclosure. She confirmed that the actions identified were well in hand. Nelista Cuffy asked whether disclosures were profiled by ethnicity. Suzanne Overton-Edwards said that this would be much more easily done once safeguarding data had been entered on REMS, as was planned shortly. Nelista Cuffy urged that profiling should be undertaken to facilitate vigilance and preventive action.

The meeting received the report.

8.8 Annual Report on IT Security 2015/2016

Hamid Ravat the annual report on IT security for 2015/2016. This report was an innovation in response to the Code of Good Governance for English Colleges. The report had been considered by the Finance, Staffing & General Purposes Committee. He briefly reviewed the scope of the report.
The meeting received the report.

8.9 Performance against Corporate Performance Indicators 2015/2016

Robert Mansfield presented an analysis of the Board's performance against the performance indicators set in 2014/2015. These had been met and in several instances exceeded. He recommended that the targets should be renewed.

The meeting received the report and confirmed that the performance indicators should remain unchanged.

8.10 Code of Good Governance for English Colleges

Robert Mansfield reminded the meeting that oversight of the College's compliance with the Code of Good Governance for English Colleges had been delegated to the Search Committee. The Committee had identified a comparatively small number of areas where the Corporation did not meet mandatory or relevant recommended practice and had put in hand action to address these. Several of the reports received earlier in the meeting had been the result of such action. The College could report in its next annual report that compliance in all significant respects had been achieved, as shown in the paper before the meeting.

The meeting received this report.

B/16/40 Item 9 – Consent Agenda:

John Turner introduced the following items in turn, inviting major comments or questions.

9.1 Minutes of the Search Committee 25 August 2016

9.2 Minutes of the Audit Committee 30 September 2016

9.3 Minutes of the Standards & Quality Committee 4 October 2016

9.4 Minutes of the Finance, Staffing and General Purposes Committee 25 October 2016.

The meeting received in turn the minutes of committees as listed above.

B/16/41 Item 10 – Date and Time of Next Meeting:

The date and time of the next meeting were confirmed as Thursday 15 December 2016 at 5.30 p.m. at the College.

B/16/42 Item 11 – Any Other Business:

There was no other business.

B/16/43 | **Item 12 – Confidential Items**

12.1 Notes of the Strategy Working Group 15 September 2016

The meeting received the notes of the meeting of the Strategy Working Group.

12.2 Area-Based Review Update

Suzanne Overton-Edwards gave a brief oral update on the progress of the Area-Based Review. There had been two meetings of the Steering Group, largely concerned with the review process and the collection of data. The College had been visited by two commissioners, mainly for the purpose of checking the data provided. At the next Steering Group meeting, on 14 November, a joint paper from the three Leicester sixth form colleges was required outlining a preferred option.

The meeting noted this update.