



GOVERNING BODY

Minutes of Meeting on Tuesday 3 July 2018

Present:	Mr J Kirk (<i>Chair</i>)	Chair of Governors
	Mr J Bagley	Principal
	Ms N Cuffy	Governor
	Ms S Gannon	Staff Governor
	Mr H Hadani	Governor
	Ms P Hamer	Staff Governor
	Mr S Holderness	Vice-Chair of Governors
	Ms J Rossa	Governor
In Attendance:	Mr H Ravat	Vice-Principal
	Mr R Mansfield	Clerk

Ref.		Action
	<p><i>The meeting commenced with a short briefing by Ann Cheeseman, MIS Manager, on changes to governors' reports and how to access them via the College website. It was agreed that Ann Cheeseman would notify Robert Mansfield of the availability of updates and planned additional reports, so that he could in turn alert governors to read them.</i></p>	
B/18/21	<p>Item 1 – Attendance and Membership Matters:</p> <p><i>1.1 Apologies for Absence</i> Apologies for absence were received from Riyaz Laher, Ozlinah Moyo, Harshad Solanki, Alishah Touseef and Ralph Wood. 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><i>1.3 Governor Vacancies</i> Robert Mansfield reported that with the impending retirements of Sarah Gannon and Alishah Touseef the strength of the Board was about to fall to 11 members. He would instigate action next term to replace them and would extend efforts to find a governor with business experience to parents.</p> <p><i>The meeting received this oral report.</i></p>	RM

B/18/22 Item 2 – Minutes of the Previous Meeting and Matters Arising:

2.1 Minutes of Meeting on 26 April 2018

The minutes of the meeting on 26 April 2018 were accepted as an accurate record and were duly signed by John Kirk.

2.2 Matters Arising from the Minutes

Actions listed in the minutes had been taken as stipulated. James Bagley reported that no alternative to *Evolve* had been available from the Association of Colleges.

B/18/23 Item 3 – Curriculum and Quality Issues:

3.1 Minutes of the Standards & Quality Committee 21 June 2018

John Kirk presented the draft minutes of the meeting of the Standards & Quality Committee on 21 June 2018. The Committee had been pleased to see good progress against the Self-Assessment Report / Quality Improvement Plan. The meeting had received an informative report on the impact of the Schools and had complimented the Assistant Principals on the improvements achieved during the year in attitudes and protocols. The Mattioli Woods Academy had been discussed and was now the subject of a review by the Executive Team.

The meeting received the minutes.

3.2 Student Data – Latest Headlines

James Bagley gave an oral report on student data. The latest data on Cedar represented the best available predictions of results for the academic year. Predictions for vocational courses were still to be verified but indicated significant improvements in achievement at levels 1, 2 and 3, with accompanying improvements in value added scores and high grades. Modest improvements in English and Mathematics were also predicted. A level results were much harder to predict because the impact of the new linear courses was uncertain. It was thought that there would be a small year-on-year decline in achievement rates, and that the College's aggregate results would be close to the national benchmark, with an ALPS score of 5. John Kirk welcomed this encouraging report. The Board recognized that staff had worked extremely hard to deliver improvement and acknowledged this effort with thanks.

The meeting received this report.

B/18/24 Item 4 – Student Issues:

4.1 Matters of Interest and Concern to Students

In the absence of the two student governors, there was nothing to report.

4.2 Student Survey Results

James Bagley reported that he had still to receive full results of the latest student opinion survey. The headlines were all positive and in the upper quartile of the survey results held by QDP. (These results included 17 sixth form colleges and about 30K students in total.) He undertook to send the full results of the survey to Robert Mansfield for distribution to governors. He thanked staff for welcome signs that there had been in-year improvements in the College's dealings with its learners.

The meeting noted this oral report.

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Item 5 – Estates, Finance and Staffing Issues:

5.1 Staff Opinion Survey Results

James Bagley said that he had only just received the numerical analysis of the staff survey results. He had been most disappointed at the very low participation rate and by the outcomes, which were mostly in the lower quartile. John Kirk said he had yet to receive the verbatim comments from QDP. However he thought the low level of response might well indicate fewer concerns, though clearly the College was still in a period of uncertainty. James Bagley felt that there were nonetheless clear learning points, mostly to do with communications.

Steve Holderness questioned whether the questionnaire was truly anonymous. He received assurances that it was. Steve Holderness and Patsy Hamer said that staff were still very concerned about this, and that their concerns probably made them reluctant to participate and especially to provide comment. James Bagley said that it was possible for him to see results for whole groups of respondents only. However he thought that the level of classification might be made less fine in future years without detriment to the usefulness of the findings.

The meeting noted this oral report.

5.2 Staff Restructuring

James Bagley was pleased to report that all restructuring had taken place through voluntary redundancy, and that no further action was currently planned.

The meeting received this oral report.

5.3 Minutes of the Finance, Staffing & General Purposes Committee 19 June 2018

Steve Holderness presented the headlines of the draft minutes of the meeting of the Finance, Staffing & General Purposes Committee on 19 June 2018. Most of the business was the subject of separate agenda items. He thanked staff for their

contributions to the restructuring and to the achievement of other savings. He believed that as a result the College stood 'a fighting chance'. The College faced three main challenges: to achieve the best results, to achieve the required growth in student numbers and to maintain strict financial control.

Hamid Ravat reminded the meeting that the College remained in the early stages of financial intervention by the Education & Skills Funding Agency (ESFA). There had been a meeting with the ESFA on 24 June 2018 to review the College's financial data and financial plans. The ESFA's response had been positive and the College was being allowed space to deliver its plans, albeit subject to close ongoing monitoring. James Bagley said that the meeting had been attended by the ESFA's Intervention Lead, so the outcome was a significant success. John Kirk concurred and said that the College had demonstrated a track record of delivering on its promises.

The meeting received the minutes of the Finance, Staffing & General Purposes Committee.

5.4 Operating Results Overview 2017/2018

Hamid Ravat presented the headlines of the operating results to May 2018. The Income and Expenditure account showed that the College was on track to achieve its forecast operating surplus. Restructuring costs had been slightly higher than anticipated because greater savings had been achieved. Steve Holderness paid tribute to the thinking, planning and effort invested by staff in the current year to secure the future of the College. John Kirk thanked Hamid Ravat for 'keeping the ship on an even keel'.

The meeting received the operating results.

5.5 Budget 2018/2019

Hamid Ravat presented the budget for 2018/2019. The deficit of just over £750K was a direct result of a 20% reduction in income, following from the fall in student numbers in the current year. Pay costs had been reduced, but to a lesser extent than income. The level of pay costs was not sustainable in the long term and provision had been made for further restructuring. Further savings in non-pay costs were budgeted in 2018/2019.

The year would see a net cash outflow of nearly £700K, this being covered by strong cash reserves of £2.8 million at the end of 2017/2018. There was little projected change in the College's liabilities. The Key Performance Indicators reflected the deficit; critically the College remained solvent. Its

Financial Health rating would however decline from Outstanding to Satisfactory.

John Kirk said that he was pleased to see that there had been extensive stress testing of the budget. Harnish Hadani then proposed and Nelista Cuffy seconded a motion to approve the budget.

The Board unanimously approved the budget.

5.6 Financial Forecast 2018/2021

Hamid Ravat presented the financial forecast for the years 2018/2021. (An optional third year had been included to cover the full duration of the current financial strategy.) The College's financial health was forecast to return to Good in 2019/2020, after which the operating outturn was forecast to return to breakeven. Year-end cash was forecast to stabilize at around £2 million after 2018/2019. John Kirk recorded the thanks of the meeting to Hamid Ravat. Harnish Hadani then proposed and Nelista Cuffy seconded a motion to approve the financial forecast.

The meeting unanimously approved the financial forecast.

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Item 6 – Admissions and Marketing Issues:

6.1 Recruitment Update

James Bagley said that the conversion of candidates into enrolments in 2018/2019 was critical and much effort was being invested in this. Attendance at the Open Day held earlier that day had been encouraging. The College was strengthening its contacts at departmental level in schools. John Kirk agreed that this was important but said he had been concerned still to find considerable ignorance in schools about the College and its provision. He asked that the thanks of the meeting be passed to Jade Walsh. In response to Steve Holderness James Bagley then provided estimates of the numbers of returners and new admissions.

The meeting received the recruitment update.

The staff governors left the meeting, which remained quorate.

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Item 7 – Governance Issues:

7.1 College Mission Vision and Values

Robert Mansfield reminded the meeting that he had as requested distributed the latest draft of the mission vision and values for consideration well in advance of the meeting. It was for governors to set the educational character of the College and he invited them to comment on whether the latest statement of the mission accurately portrayed the College as they wished it to be. James Bagley said it was

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essential that governors set the direction of the College. There was considerable discussion whether the emphasis on academic provision was appropriate and sufficiently inclusive. It was agreed that individual members should send their thoughts by email to James Bagley by the end of July 2018 so that a revised statement could be drafted for review at the next meeting of the Board.

The meeting agreed action on the paper as shown above.

7.2 Examinations Policy

7.3 IT Security Policy

7.4 Fees Policy 2018/2019

7.5 Emergency and Disaster Recovery Plan

7.6 Staff Sickness and Absence Management Policy

7.7 Financial Regulations

Given that all the above items had been scrutinized by the relevant committees and had been subject to minimal change, the meeting agreed to deal with them *en bloc*.

The meeting received the examinations policy, the IT security policy, the emergency and disaster recovery plan, the staff sickness and absence management policy and the financial regulations. The meeting also formally approved the fees policy for 2018/2019.

7.8 Minutes of the Audit Committee 13 June 2018

Harnish Hadani presented the draft minutes of the meeting of the Audit Committee on 13 June 2018. The main business considered had been internal audit plan for 2018/2019.

The meeting received the minutes.

7.9 Internal Audit Plan 2018/2019

Hamid Ravat presented the internal audit plan for 2018/2019.

The meeting received the internal audit plan.

7.10 Risk Register 'Hot Spots'

Robert Mansfield presented the summary of the risks from the risk register with the highest residual scores. The profile of these risks was little changed, but he asked the meeting to note that risks associated with the loss or absence of members of the Senior Leadership Team had increased in the light of its reduced size. John Kirk said that it was his hope that the capacity of the team would be expanded when this was affordable. James Bagley said that he was maintaining the College's link with Martin Sim in order to mitigate the risk.

The meeting received the paper.

7.11 Cycle of Governors' Meetings 2018/2019

Robert Mansfield presented the cycle of meetings for 2018/2019. This had been slimmed in the interests of effectiveness. A corollary of the leaner cycle was that it would become more important for governors to read the improving range and quality of reports available via the website, and of which they would receive timely reminders. Should these reports give rise to concern members should not wait until the next meeting to contact the chair of the relevant committee or appropriate senior member of staff.

The meeting received the cycle of meetings.

7.12 Committee Terms of Reference

Robert Mansfield presented the terms of reference of committees. He recommended that the quorum for the Appeals Committee should be reduced to two members.

The meeting received the committee terms of reference and endorsed the proposed amendment.

7.13 Standing Orders

Robert Mansfield presented the standing orders. Although no change was currently recommended, he suggested that the Board might wish to consider allowing for virtual attendance at meetings within the near future.

The meeting received the standing orders.

B/18/28 Item 8 – Date and Time of Next Meeting:

The date and time of the next meeting were confirmed as Tuesday 30 October 2018 at 5.30 p.m. at the College.

B/18/29 Item 9 – Any Other Business:

John Kirk thanked all members for their contributions during what had been a challenging year.

Hamid Ravat then left the meeting prior to consideration of the confidential items. These concerned the minutes of the Search & Remuneration Committee and the reappointment of the Clerk.