

MOULTON COLLEGE
CORPORATION BOARD

Minutes of the meeting held on Thursday, 28th September 2017

Present: Mr R Thompson (in the Chair), Mr A Clarkson, Mr S Davies, Mrs K Delamain-Blunt, Mr S Gordon, Mr L Howarth, Mrs L Knapp, Mr T Neville, Mr R Sadler, Mr S Spry, Mr A Thomson and Mr M Thomson

In attendance: Mr G Davies, Mr S Field, Mrs G M Hulley and Mr C Jackson

PART 1

SECTION A – ROUTINE AND STANDING ITEMS

- 16/526 Apologies for absence (Agenda item 1)**
Apologies for absence were received from Mr R O'Driscoll.
- 16/527 Declarations of interest (Agenda item 2)**
Mr Howarth declared an interest in agenda items 7, 8, 10,14,19, 23 and 25. Mr Neville declared an interest in agenda items 12 and 19.
- 16/528 Minutes of the meeting held on (Agenda item 3, Paper A)**
The minutes of the meeting held on 13th July 2017 which had been circulated previously, were approved as a true and correct record.
- 16/529 Actions outstanding (Agenda item 4, Paper B)**
- 16/417, Principal and SLT Update: Attendance**
A paper would be brought to the next Board meeting in October 2017.
- 16/419, Termly Safeguarding Report**
Two new positions in the Student Support team had been created. This would provide additional support to the identified area.
- The remaining actions were either closed or progressing in line with agreed deadlines.

SECTION B – GOVERNANCE (Appointments)

- 16/530 Governor appointments (Agenda item 5, Paper C)**
The appointment of Steve Gordon, Samuel Spry and Helen King was recommended by the Search and Governance Committee using a written resolution. Corporation members agreed unanimously with the Committee's recommendations. The Chair confirmed that Steve Gordon and Samuel Spry had been successfully appointed to the Corporation and the Teaching, Learning and Assessment Committee. The Chair also confirmed that Helen King had been successfully appointed as a co-opted member of the Audit commencing November 2017.

SECTION F (Part 1) – STRATEGIC DEVELOPMENTS

16/531

Growth opportunities (Agenda item 6)

a) H2Oganics update

Discussions had continued with the individual responsible for the project. A draft lease would be drawn up and shared with the Board. Some additional items had been agreed to be included in the lease, for example, the need for students to obtain commercial experience opportunities on the unit. Following discussion, *the report was noted.*

SECTION G (Part 1) – RESOURCES

16/532

Property Strategy (Draft) (Agenda item 7, Paper D)

The comprehensive report was outlined and discussed. The draft Property Strategy had been informed by and had been built upon the previous strategy and would provide a framework within which the College may meet its accommodation needs for the period 2016/17 to 2020/21. The report was supported by a range of documents including an accommodation analysis and space utilisation. Unlike previous years, a maintenance plan was also included. This reflected how the strategy had changed with greater consideration given to maintenance of buildings. The current version of the report would be amended to take into account feedback gathered from the meeting. The Board could expect a final version of the report to be presented for approval at the next meeting in October 2017. Following discussion, *it was agreed to dispose of a non-core asset once some underpinning work was completed; and, the report was received.*

16/533

Operating Statement 2016-17 (Agenda item 8, Paper E)

The outcomes for 2016-17 were presented. In terms of each category, 58% were 'complete', 15% 'complete and ongoing', <1% 'partially complete' and 12% 'ongoing'. A training session for managers had been arranged which would focus their attention on impact. Future versions of the report would provide more detailed evidence of impact. Other improvements to the report were outlined. The draft operating statement for 2017-18 would be brought to the next Board meeting in November 2017 for approval. Following discussion, *the report was noted.*

16/534

Current Developments – Progress Report (Agenda item 9)

a) Food and Drink Innovation Centre (FADIC)

Work had now started on the FADIC with the second milestone achieved. The next milestone would be January 2018 with work commencing on the interior. New courses were now included in the draft prospectus which would be available in the next 7 to 10 days. The intention was to appoint a programme leader for the area in early 2018. Following discussion, *the report was received.*

16/535

Health and Safety Report (Agenda item 10, Paper F)

The report provided detailed evidence and confirmation for the Board that the College was maintaining its statutory obligations in relation to Health and Safety. For the period from May to August 2017, 35 accidents had been reported. This was a decrease of 18 accidents reported in the same period last year. Following discussion, *it was agreed to clarify correct dates used for comparison purposes; and, the report was received.*

Mr G Davies left the meeting.

SECTION B – GOVERNANCE

16/536 **Governor Development Plan 2017-20 (Agenda item 11, Paper G)**
During 2016-17, meetings had been held with a National Leader of Governance in relation to the development of a 3-year governance plan. A draft plan had been developed around the key features of a successful college. Members of the Corporation and SLT worked in small groups to review the draft plan in order to: consider the proposed evidence and whether any other examples could be identified; and, further feedback on any improvements which could be made. Members were informed that *the plan would be updated to take into account the feedback and presented to the Board at its next meeting in October. RAG (Red, Amber, Green) ratings would be agreed at the same meeting. The Search and Governance Committee would monitor the plan.*

SECTION C – PRINCIPAL AND SENIOR LEADERSHIP TEAM (SLT) UPDATE

16/537 **Principal and SLT's update (Agenda item 12)**
a) Recruitment 2017-18
There were currently 1,718 EFA (Education Funding Agency), 16-18 year old students and 137 SFA (Skills Funding Agency) 19+ adults. There were 107 part-time FE (further education) students. This situation was likely to change as initial assessments were still being completed which could result in movement between the two age cohorts. Applications were still being received and recruitment would continue until the October half-term break. The College was also in discussions with an organisation who worked in partnership with football clubs, schools and colleges to deliver vocational study programmes around sport. A meeting was planned for the following week and this partnership could result in an increase in 16-18 learners. By the next meeting in October, confirmed numbers would be shared. In HE (higher education), although student numbers were less than the previous year, they were greater than anticipated. There were currently 276 full-time and 85 part-time HE students. An allowance had been made in the previous year's budget to accommodate the expected reduction in HE numbers. Apprenticeship recruitment was positive with 628 recruited to date. This figure included 72 CITB (Construction Industry Training Board) infills.

When seeking clarification about strategies being used by the College to drive recruitment, a range of examples was shared. This included careers events, regular open days, the use of social media and links with local schools. Members also scrutinised year on year changes to the student numbers in each programme area. This provided an opportunity to consider and reflect on data that had been collected as part of the area based review process and understand the changing recruitment patterns of different learner cohorts. Following discussion, *the report was received.*

SECTION D – TEACHING, LEARNING AND ASSESSMENT

16/538 **Teaching, Learning and Assessment (TLA) Committee minutes (Agenda item 13, Paper H)**

The Chair of the TLA Committee highlighted a number of key themes that had been discussed at the meeting on the 14th September 2017. It had not yet been possible for the data dashboard to be made available remotely due to licensing costs. The Clerk would explore any alternative options internally. The Director of Further Education (FE) and Student Engagement had delivered a detailed presentation on the indicative achievement rates for 2016-17. Achievement rates for Level 2 and 3 had improved on the previous year. Positive progress had also been made with GCSE English and Mathematics where there had been improvements of between 4 and 5%. Functional Skills English and Mathematics achievements had improved significantly and were above the latest national rates. In Apprenticeships, there had been a 13.2% increase in achievement rates compared to the previous year which was also over 4% above the latest national rate. The Link Governor Scheme had been revised for 2017-18 with first visits due for completion by the 20th October 2017. The Board would receive regular reports on the visits, in particular, in relation to impact. Following discussion, *the report was received*.

16/539

Post-inspection action plan 2016-17 (Agenda item 14, Paper I)

The report was outlined and discussed. The Post-Inspection Action Plan (PIAP) had been monitored throughout the year by the Board. This version of the PIAP had been presented to the recent meeting of the Teaching, Learning and Assessment Committee. The report summarised the position at the end of the academic year and assessed the impact on the action plan in relation to the improvement journey. Members were informed that 7 actions had been fully achieved and 10 actions had demonstrated positive impact although further work was required to fully embed the required degree of impact. Two actions had not been achieved or had not demonstrated clear impact. A number of follow up actions were indicated within the report where more work was required. The PIAP, in its current form, would be closed down and any outstanding or follow up actions would be incorporated into the quality improvement plan (QIP) for 2017-18.

Members considered current student satisfaction rates, in particular, for FE students. A series of activities had been planned to further improve student satisfaction, for example, a student experience working group which had been set up. Securing continued improvements to the quality of teaching, learning and assessment was presented as the key strategy that would drive up satisfaction rates. Such improvements would be achieved from the introduction of additional resources including a 'licence to teach' programme for new teaching staff; a refocusing of the roles that support professional development; having more teaching and learning coaches; and, a new assistant director of curriculum to support the Director of FE Curriculum and Student Experience. Following discussion, *the report was noted*.

16/540

College Policy Review (Agenda item 15)

a) Student Conduct and Performance Policy (Paper J)

The Policy had been updated to reflect changes to staffing. In response to a question around implementation, the Board was informed of the different procedures and evidence base that underpinned the Policy. There would also be external validation of the

College's performance in relation to this as part of inspection of the theme, Personal Development Welfare and Behaviour. Following discussion, *the policy was approved.*

b) Subcontracting (fees and charges) annual review

The College was obliged to have a subcontractor (fees and charges) policy although it did not have any subcontractors in 2016-17. No changes were recommended. Following discussion, *the update was noted.*

16/541

Complaints Report 2016-17 (Agenda item 16, Paper K)

The annual report was outlined and discussed. It provided a summary of the number of written complaints received during the year. There had been a decrease of 18% compared to the previous year. Overall, there had been an increase in the number of complaints that had been substantiated. A review of the formal complaints identified a number of common themes. Staff training, a procedural review and remedial actions had been taken to address all complaints that had been substantiated. Members welcomed the detailed report but requested additional information about the significance of complaints made particularly where the student experience was concerned. Future reports would show the number of substantiated claims by area. Following discussion, *the report was noted.*

16/542

Safeguarding Report 2016-17 (Agenda item 17, Paper L)

In line with the Corporation's legal duty regarding Safeguarding, the report was outlined and discussed. The report provided a summary of the success achieved by students subject to formal safeguarding intervention during the 2016-17 academic year. The Board was informed of additional activities that had taken place to provide better support to looked after children (LAC). It was hoped that this would have a positive impact on retention for those students and subsequently, on achievement.

The report also provided members of the Board with an update on recent changes in relation to safeguarding activities at the College. Two new student support mentor roles had been appointed. Both student support mentors would be a first point of contact for vulnerable students including LAC. The College had also invested in a specialist software package for Safeguarding. This would further improve communication as well as providing a clearer audit trail in relation to recognising and addressing safeguarding issues. Following discussion, *the annual report was noted.*

SECTION E – FINANCE

16/543

Funding Report 2016-17 (Agenda item 18, Paper M)

The report was outlined and discussed. The report was based on the R13 data and was not the final report as there would be a R14 'end of year' report which would be available in October 2017. The total Education Funding Agency (EFA) funding was rated Green. 16-18 Apprenticeships was £71k over the annual allocation and flagged Green. 19+ Apprenticeships was £67.5k over the annual allocation and rated Green. As reported in previous months, not all of this would be funded and the actual amount would be confirmed once the R14 had been submitted. The Adult Education Budget (AEB) was rated

Red. This had been reported on in previous months and the Board had been informed of the actions that had been taken. Following discussion, *the report was noted*.

16/544

Management Accounts (Agenda item 19, Paper N)

The draft management accounts for July 2017 were outlined and discussed. The accounts included a more detailed commentary which would be taken forward into the 2017-18 reporting cycle. There was a predicted surplus of £1,944k which included income from the athletics track. The draft full year outturn was £26k favourable to the forecast position presented in the June management accounts. The Board was informed of a number of year-end adjustments that had been made and were subject to further discussions. Clarification was provided about a number of outstanding issues. The draft accounts were being finalised in time for the external auditors' visit in the next 7 days. Following discussion, *it was agreed to acknowledge the issues presented and to note the contents of the draft management accounts*.

16/545

Treasury Report (Agenda item 20, Paper O)

The termly report was outlined and discussed. The report provided a summary of borrowings and interest as well as the amount of interest paid in that quarter. No major changes were reported. Members were informed of the implications of the College not having a hedging strategy. It was agreed this would be an opportunity for the Finance Scrutiny Panel to consider at a future meeting. It was also agreed that the report should include details of the covenants and how the College was performing against them. Following discussion, *the report was noted*.

16/546

Use of consultants (Agenda item 21, Paper P)

The annual report was outlined and discussed. The report confirmed details of expenditure on consultants which was in excess of £10,000 for the last two years. The Board was informed that much of the expenditure was recoverable, some were one-off costs and would not be repeated, and another was a capital cost. Following discussion, *it was agreed to check the accounting treatment for costs associated with revenue; and the report was noted*.

16/547

Overseas travel (Agenda item 22, Paper Q)

The annual report containing details of visits by the Principal to Saudi Arabia was presented. The Principal had made 4 visits during 2016-17. Apart from the Principal's time, all costs were recoverable from TOP (The Oxford Partnership). Following discussion, *the report was noted*.

SECTION F(Part 2) – STRATEGIC DEVELOPMENTS

16/548

Area Based Review (Agenda item 23, Paper R)

A copy of the final report which had now been published had been circulated to the Board. Everyone agreed the outcome was positive and would enable the College to move forward. Following discussion, *the report was noted*.

16/549

Solar Panel Partnership – Proposal (Agenda item 24, Paper S)

The report was outlined and discussed. The proposal included details of a potential partnership with a solar panel company. A survey had

been completed and a number of buildings had been identified. The proposal included details of benefits and likely savings for the College with discounted electricity charges at a competitive rate. Members discussed the proposal in detail and highlighted a number of points to be taken into account in the next version. This included, ensuring the College would not be affected in a detrimental way in the event of rapid increases to inflation; checking bank covenants; and factors that might affect the College insurance. Following discussion, *it was agreed that a copy of the lease should be brought to the next Board meeting.*

SECTION G (Part 2) – RESOURCES

16/550 Commercial Enterprise Report: Chris Moody Centre (Agenda item 25, Paper T)

A report on the Chris Moody Centre was outlined and discussed. Members welcomed the news that a small surplus had been made during 2016-17. Occupancy rates were considered together with details of the challenging targets that had been set for 2017-18. Following discussion, *the report was received.*

SECTION H – GOVERNANCE

16/551 Business Planner (Agenda item 26, Paper U)

A draft copy of the proposed Business Planner had been circulated prior to the meeting. Members of the Senior Leadership Team had also reviewed the proposed plan. Following discussion, *the Business Planner was approved.*

16/552 Terms of Reference: Finance Scrutiny Panel (Agenda item 27, Paper V)

A review of Terms of Reference (ToR) had been completed by each Committee during the summer term. The proposed changes to the ToR for the Finance Scrutiny Panel were outlined. Following discussion, *the changes were approved.*

SECTION I – OTHER MATTERS

16/553 Date of next meeting

Thursday, 26th October 2017 at 9.30 am.

Mr L Howarth and Mr S Spry left the meeting.