

MOULTON COLLEGE
CORPORATION BOARD

Minutes of the meeting held on Thursday, 1st December 2016

PART 1

Present: Mr R Thompson (in the Chair), Mr S Davies, Mr A Clarkson, Mr L Howarth, Mrs K Mackaness, Mrs J Morris, Mr T Neville, Mr R O'Driscoll, Miss M Owen, Mr R Sadler, Mr A Thomson, Mr M Thomson and Mr M Wakeford

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

SECTION A – ROUTINE AND STANDING ITEMS

16/285 Apologies for absence (Agenda item 1)
Apologies were received from Mr R Sanders and Mrs S Wilkes. Mr J Mair and Mrs C Ryan were unable to attend and had sent their apologies.

16/286 Declarations of interest (Agenda item 2)
Mr Howarth declared an interest in agenda items 8, 9, 12, 14, 19 and 22. Mr Neville declared an interest in agenda items 6, 7, 12 and 14.

16/287 Minutes of the last meeting (Agenda item 3, Paper A)
The minutes of the meeting held on 3rd November 2016 which had been circulated previously, were approved as a true and correct record.

16/288 Actions outstanding from the last meeting (Agenda item 4, Paper B)
The Board received an update on progress with three outstanding actions:

16/228, Safeguarding Report 2015-16
This vacancy would be discussed at the next Search and Governance Committee on 26th January 2017. The Chair highlighted the importance of having a Link Governor for Safeguarding and invited members to consider volunteering for this role. (Open)

16/259, Higher Education Annual Report and Action Plan 2015-16
Progression and completion data had not yet been received. The Principal (as the Accounting Officer) had signed the declaration which had now been sent to the QAA (Quality Assurance Agency). (Open)

16/265, Fees and Charges and 16/277 (b), Any other business: Apprenticeship levy
The Director of Further Education and Student Experience reported that work on this had just commenced. A timeline would be confirmed at the next meeting in January 2017. (Open)

All other actions remained ongoing and open.

16/289 Matters arising
The Board had approved the Fees and Charges for 2017-18 at its meeting on 3rd November 2016. Since that meeting, a slight variation had been proposed to move the over 18 year old FE (further education) students to the main site

but in separate blocks from the under-18 residents. This had resulted in a review of the fees with a recommendation to reduce the weekly rate to £114.00 to reflect the reduction in weeks to allow for out of term use by other clients. Following discussion, *the recommendation to change the weekly rate for over 18 year old FE students based on the main site to £114.00 was approved.*

SECTION B – GOVERNANCE (Appointment)

16/290 Election of Chair (Agenda item 5)

The Vice Chair took the chair for this item. She outlined the nomination process. There had been one nomination. Richard O'Driscoll proposed the re-election of Robin Thompson for a further 2 year term. The nomination was seconded by Richard Sadler and approved unanimously. The Chair thanked members for their confidence in him.

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

16/291 Principal and SLT update (Agenda item 6)

a) Recruitment 2017-18 (Principal)

The recruitment figures for the 2017-18 were outlined and discussed. For full-time, further education (FE), numbers to date were showing an increase of 39% compared to the previous year. Careers evenings and open evenings had proved to be very successful with a greater number of prospective students attending. There had been an increase in the number of offers made. There was a 44% increase in the number of acceptances compared to the same time last year. It was reported that the refocusing of marketing activity and improvements to the College offer were two factors that had contributed to the improvement. Recruitment to date had been very good. Following discussion, *the report was received.*

b) Student Recruitment 2016-17

Latest recruitment figures for Apprenticeships were outlined and discussed. The current recruitment figure was similar to the previous month. There were 98 infill apprenticeships from CITB. Following discussion, *the report was received.*

c) Early withdrawals and Student Retention

The final position in relation to early withdrawals was 3.5% which was a significant improvement on the previous year. One programme area was identified as causing concern. Members were informed of the various intervention strategies that had been implemented to address the issues.

FE student retention was 99-100% across all areas. In HE (Higher Education), retention was similar to FE apart from one Programme area which was 92%. The Board welcomed the information and requested that details of student numbers should be included in future reports. Following discussion, *the report was received.*

d) Student Attendance

FE attendance was showing an improvement compared to the same time last year. Four programme areas were at or above the College target of 90%. Landbased had improved by 6%. One programme area was just below the target. In Apprenticeships, there had been a 2% improvement compared to the previous year. Although attendance in English and Mathematics was below the College target of 90%, when compared to the previous year,

significant improvements had been made. Overall College attendance in English and Mathematics had improved by nearly 7%. In General Education, attendance was 95%. A range of strategies to further support attendance was outlined. Members sought assurance of approaches being adopted to embed English and Mathematics into the curriculum. HE (Higher Education) attendance was 87%. Following discussion, *the report was received*.

SECTION D – TEACHING, LEARNING AND ASSESSMENT

- 16/292 Teaching, Learning and Assessment (TLA) Committee meeting held on 17th November 2016 (Agenda item 7, Paper C)**
The Chair of the Committee presented the minutes of the last meeting. A range of topics had been discussed. The major item of business was to receive the College self-assessment report (SAR) and the quality improvement plan (QIP). The Committee was informed of the robust process that was in place to produce the SAR. The College SAR also reflected the findings from the Ofsted inspection report. Members were satisfied with the evidence supplied and judgements made. Actions set out in the QIP were considered appropriate and addressed the areas requiring improvement. The Committee recommended the Board to approve both documents. The Governance SAR and QIP were also considered by the Committee. This was subject to further discussion in a later agenda item. A report on the first round of formal lesson observations in the College was also presented. It was based on 88 observations across all campuses and delivery sites. Lesson observations were also completed with the HMI (Her Majesty's Inspector) during his 'support and challenge' visit on the 10th November 2016. The Chair of the Committee confirmed that the process offered confidence in the findings in the report. The Senior Leadership Team (SLT) was thanked for the progress they had made since the inspection. Following discussion, *the report was noted*.
- 16/293 Verbal update on Inspection (Agenda item 8)**
a) Letter from Ofsted: HMI visit 10th November 2016 (Paper D)
The contents of the letter were outlined and discussed. The letter provided a summary of the Ofsted 'support and challenge' visit arrangements. It included a number of actions that had been taken by the College, SLT and managers in terms of progress towards 7 key priorities. Any evidence of impact was also recorded. The next visit was planned for May 2017 but teleconference calls would also be arranged to focus on progress against the 7 key priorities. Due to some uncertainty in relation to source data for the attendance figures, it was agreed that it would be beneficial to submit a formal response to Ofsted to clarify this point. Following discussion, *the report was noted*.
- b) Feedback from Ofsted: HMI visit 10th November 2016**
The Director of Quality Improvement and Student Support confirmed that since the visit from the HMI, the College lesson observation follow up processes had been further refined. Every member of staff would now have an action plan to ensure each individual had clarity about actions to improve. All staff would be observed again in the next round of observations. This would ensure that impact from the actions could then be observed. Following discussion, *the report was noted*.
- 16/294 Self-Assessment Report and Quality Improvement Plan (Agenda item 9, Paper E)**
The SAR had been scrutinised closely by the TLA Committee at its meeting on 3rd November 2016. No further significant changes had been

recommended by members of the SLT. The SAR reflected the findings from the Ofsted inspection report. The QIP had also been scrutinised by the TLA Committee. It included the areas for improvement that needed to be addressed and had also been closely aligned to the findings from the inspection. Members were informed that the QIP and post-inspection action plan should be considered as one document. Following discussion, *the SAR was approved.*

16/295

Self-Assessment of Governance and Quality Improvement Plan (Agenda item 10, Paper F)

The report was prepared by the Clerk on behalf of the Corporation. Various sources of evidence had been used, for example, the online self-assessment questionnaire and board performance indicators which had previously been notified at the Corporation meeting in November 2016. The report started with an overview of the year and the main functions of the Board. It also included evidence of how academic performance was monitored through the Board and the TLA Committee. Following feedback from the Committee, the QIP had been amended to take into account the need to place greater emphasis by the Corporation on impact. In a discussion around further improvements to the SAR and QIP, the Board recommended two additional actions to be added to the QIP:

- **Oversight of finances:**
Action: To ensure that the Board has oversight of actions in relation to measures used by funding agencies in relation to the College's financial strength. This scrutiny would have the desired outcome of greater oversight and understanding of action plans.
- **Key Performance Indicators (KPIs):**
Action: KPIs to be presented to each Corporation meeting. This would have the desired outcome of monitoring progress and direction of travel.

Following discussion, *it was agreed that the QIP would be amended to reflect the two recommendations from the Board; the Board would receive regular updates from the Clerk on progress with details of research and activity during the next year to improve the SAR governance process; and with these amendments, the report was approved.*

16/296

Programme area report – Construction (Agenda item 11, Paper G)

The report was outlined and discussed. It provided an overview of performance during 2015-16 in terms of the common inspection framework (2015) and outcomes for learners in each curriculum area. Members received information about the strategies that had been adopted to improve attendance throughout the year. Evidence of impact that the strategies were making a difference was requested. Examples were provided. Attendance for Construction was now just below the College target of 90%. Attendance by Construction students on English and Mathematics had also increased by 9% compared to the previous year. The Board agreed that the Programme area reports should continue to be presented at each meeting. They would be a useful tool and point of reference for Link Governors when visits were made to their respective areas. Following discussion, *it was agreed that the 'effective teacher KPI' sheet would be brought to Corporation meetings in the future; the report was received.*

SECTION E – FINANCE

16/297 Five year Financial Strategy and Plan Update (Agenda item 12, Papers Hi, Hii and Hiii)

The Interim Director of Finance presented the five-year financial plan and strategy (Plan). The Plan had been based upon a detailed curriculum plan approved by the Senior Leadership Team (SLT) in October 2016. It was based on the draft outturn for 2015-16 and the budget for 2016-17. The Plan had also been developed using a number of other assumptions including that College growth would be successful in various areas. This included volumes of the 16-18 cohort indicated by demographic trends and links to the skills priorities set by the South East Midlands Local Enterprise Partnership (SEMLEP). There were also assumptions around inflation on pay and non-pay and proposed changes to loan agreements as recorded in the minutes of the last Board meeting on 3rd November 2016.

The Board requested clarification about the extent to which the proposed Plan was realistic, prudent and achievable. Such assurances were provided in a further presentation that offered additional detail in relation to:

- Growth in income for FE, Apprenticeships and HE for the period 2016-2021. Details of associated sensitivities to be considered were included.
- Details of any financial contingencies to deal with any identified risks.
- The proposed independent review of the Plan which would offer an external validation to the Board.

The detailed assumptions were considered to be confidential at this stage and the Minute is contained in a confidential annex at the end of this document. Following discussion, *the report was received*.

16/298 Funding Report 2016-17 (Agenda item 13, Paper I)

There had been a good start to the year on apprenticeship delivery. For 16-18 Apprenticeships, actual delivery was ahead of where it was expected to be. Not only was there a need to maintain the level of delivery but there was a need to further improve the quality of the offer. More growth was also planned for 19+ Apprenticeships. In relation to 19+ Non-apprenticeship delivery, further work was being undertaken to ensure the College would meet the allocation. This would involve work with a third party for additional delivery. Provision had been made for this in the budget. The Report was showing that there were less 16-18 numbers. This was currently under review and would be resolved as a matter of urgency. Following discussion, *the report was noted*.

16/299 Management Accounts (Agenda item 14)

a) September and October 2016

The Interim Director of Finance presented an update of the latest situation. Management accounts had now been circulated to all budget holders. The consolidated accounts would be issued within the next two weeks. There were no concerns about the expected income from HE delivery and Apprenticeships. Further work was required on 19+ Non-Apprenticeship delivery. Funding from the EFA (Education Funding Agency) was secure. There was an expectation that there would be a slight reduction in pay costs. Fewer temporary staff had been used to date. Capital spending

had been reduced this year with some projects delayed until after March 2017. There had been a good start to the year and this should be reflected in the management accounts once circulated. Following discussion, *the update was noted*.

Mrs S Field left the meeting.

SECTION F - AUDIT

- 16/300** **Audit Committee (Agenda item 15, Paper J)**
This matter was considered to be confidential at this stage and the Minute is contained in a confidential annex at the end of this document. Following discussion, *the report was received*.
- 16/301** **Accounts for the year ending 31st July 2016 (Agenda item 16)**
a) Moulton College Developments Ltd (Paper K)
b) Moulton College Enterprises Ltd (Paper L)
The Accounts were in draft and would be approved at the meeting in January 2017. Both sets of accounts were with the external auditors. To date, the College had not received any adverse feedback from the external auditors and there had been no additional queries about the figures provided. Following discussion, *progress with the accounts was noted*.
- c) Moulton Trading Ltd**
The Interim Director of Finance was currently finalising these accounts which would be sent to the external auditors by the 31st December 2016. Once this set of accounts was finalised, it would then be possible to complete the consolidated accounts for the Moulton College Group. Following discussion, *progress was noted*.

Mr C Jackson left the meeting.

SECTION G – STRATEGIC DEVELOPMENTS

- 16/302** **Saudi Arabia (Agenda item 17)**
Since the last Board meeting, an additional visit to Saudi Arabia had taken place. The purpose of the visit was to resolve an outstanding issue in relation to a contract that should have been signed earlier in the year in relation to inclusion of Medina College into the northern cluster. An agreement had now been reached whereby a minimum payment would be made over 5 payment periods over the duration of the remaining contract. There was also a commitment to recruiting to the targets set for Semester 2 on the basis that the money would be released. The planned visit prior to Christmas for the board meeting would go ahead. Financial accounts would be available at that meeting. A report on the financial position would be presented to the next Board meeting subject to the papers being available. Quality outcomes were still being met. A return on investment was still expected for Years 4 and 5. Following discussion, *the report was noted*.
- 16/303** **Area-based reviews (Agenda item 18, Paper tabled at the meeting)**
Task and Finish Group – Minutes of the last meeting
The minutes of the meeting of the Task and Finish Group for Area-based reviews were outlined and discussed. The meeting focused on two key areas: the five-year financial strategy and plan (see minutes 16/307) and consideration of findings from a learner data analysis pack which had been presented to the Group. The Deputy Principal presented a summary of the key findings to the Board.

The first part of the presentation included a series of charts and tables summarising the learning provision that was currently offered by providers taking part in the review and by learners who live within the review area. The purpose of the report was to summarise key information in a highly visual format. The information in the report was predominately based on 2014/15 data as this was the latest complete year of data that was available. The report included separate sections on EFA-funded learners, adult learners and apprenticeships and included a breakdown of learner numbers by level of study and subject area.

The second part of the presentation included a series of colour-coded maps showing the number of learners recruited from different local authority wards from within the review area and also from areas bordering the review area. There were separate maps for each in-scope provider and for different funding streams. For comparison purposes, the report also included recruitment maps for other provider types such as private training providers and school sixth forms (when the data was available). Market share maps showed the proportion of all learners within a specific category that were attending a particular institution. In addition to maps, there were a number of tables on travel to learn showing, for example, the destination of learners who live within the review area but choose to study outside of the area.

The recommendations from the discussion were considered to be confidential at this stage and the Minute is contained in a confidential annex at the end of this document. Following discussion, *the minutes of the last meeting were received.*

16/304 Annual Operating Statement 2016-17 – Progress Review (Agenda item 18, Paper M)

The report was outlined and discussed. There was a greater emphasis on medium-term items rather than long-term particularly those that would have an impact on teaching and learning. The Deputy Principal was currently working with contributors to agree milestones. A report on progress against milestones would be shared at the next meeting in January 2017. Following discussion, *the annual operating statement was approved.*

16/305 Growth opportunities (Agenda item 20)

Members were informed of the Marshall Papworth Scholarship Fund which was established in 2001 and managed by the East of England Agricultural Society <http://www.marshalpapworth.com/the-short-course-programme> The Marshall Papworth Fund provides one year scholarships to educate agricultural and horticultural students from developing countries. The College had been approached and selected to run this bespoke 10-week full time programme for a minimum of 10 to 12 students between April and July. The programme would focus on practical and theoretical agriculture. It would include practical and theoretical agriculture and cultural visits to enhance the students' experience. The Director of Further Education and Student Experience was congratulated for his contribution to making the bid successful for the College. Following discussion, *the report was noted.*

SECTION H – RESOURCES

16/306 Current developments (Agenda item 21)
a) Food and Drink Innovation Development Centre

Currently work was being completed on the design. The target date for

completion was 21st December 2016. Members were informed of the importance of having a signed agreement¹. Following discussion, *the report was noted*.

b) Veterinary Practice

The veterinary practice had expressed an interest in expanding their presence on the College site. This would be funded by the practice. Various options for expansion had been considered. A further meeting is being held on 08/12/2016 to progress this opportunity. Following discussion, *the report was noted*.

c) H20ganics

A meeting was planned for week commencing 5th December 2016 to look at the detail of the lease. It was hoped that a draft lease would be drawn up and available for the Board at its next meeting in January 2017. Following discussion, *the report was noted*.

16/307 Commercial enterprise report (Sports Facilities) (Agenda item 22, Paper N)

The report contained many examples of high profile activity. It included details of agreements that were now in place for use of the athletics track. There was a continuing strong focus on commercial experience opportunities. These opportunities had been refreshed with a greater focus on English and Mathematics. Members agreed the Commercial Enterprise reports should be shared with the ABR team. Following discussion, *the report was noted*.

SECTION H – OTHER MATTERS

16/308 Date of next meeting
Thursday, 26th January 2017 at 9.30am in M6

16/309 Any other business
There was no other business.

1.23 pm Meeting closed

Lee Howarth and Mandy Owen left the room.

¹ The signed contract was received from NCC on the 5th December 2016