



**WEST NOTTINGHAMSHIRE COLLEGE  
CORPORATION BOARD**

**Minutes of the Board meeting held in the Board Room at the Derby Road site on Thursday 20<sup>th</sup> October 2016 at 5.00 pm**

**GOVERNORS PRESENT:** Kate Allsop  
 Ian Baggaley  
 Tim Clarke  
 Nevil Croston, Chair  
 Terry Dean  
 Jamie Fryatt  
 Malcolm Hall MBE  
 Dame Asha Khemka DBE  
 Diana Meale (until 6.15 pm)  
 David Overton  
 Colin Sawers  
 Mark Williams  
 Chris Winterton (from 5.35 pm)  
 Marc Jones  
 Alison Breeden

**ALSO IN ATTENDANCE:** Maxine Bagshaw, Clerk to the Corporation  
 Chris Thomas, Deputy Principal: Teaching and Learning  
 Andrew Martin, Deputy Principal/Director: Finance  
 Lesley Roberts, Vice Principal: Business Development and Employer Engagement  
 Thomas Stevens, Executive Director: Capital Projects and Estates  
 Andrew King, Director: Strategy and Innovations  
 Louise Knott, Director Communications: Marketing and Learner Engagement  
 Tracy Thompson, Director: HR

Prior to the formal commencement of the meeting the Principal took the opportunity to present a prize to Sam Bispham. She explained that on the 7<sup>th</sup> July Sam was awarded the Outstanding BTEC Construction Student of the Year Award at a ceremony at the House of Commons. The awards recognise the nearly one million students around the country who are studying BTEC qualifications this year. Samuel was nominated for the journey he has taken since struggling at school with dyslexia and moving to study at West Nottinghamshire College at the age of 14. At the College he realised his passion for construction and joinery and he decided to stay at College and continue to study on the BTEC Level 3 Diploma in Construction. He successfully completed all levels of site carpentry to distinction. He was part of a volunteering group who designed and constructed a curved entrance to a library within a primary school.

<b>ACTION by whom</b>	<b>DATE by when</b>

Signed : \_\_\_\_\_ Chair

Date:

Sam enrolled on to another level 3 qualification in order to progress even further with his academic studies as he was interested in construction project management. Sam has been a model student on the course and has been achieving high grades throughout. He was passionate and enthusiastic about his studies and always keen to learn more about certain topics. Sam has secured a position with Keep Moat as a trainee site Manager at Sheffield Hallam University studying project management. The Board all agreed that it was really gratifying to see the success achieved and all congratulated Sam on the realisation of his potential.

The Principal also expressed congratulations to Lynsey Hanson who was in attendance and was Sam's Tutor. The Principal informed the Board that she has always been passionate about her students and nominated five of her learners in the BTEC student of the year awards. Sam won but the other four were also commended on their strong nominations. Both Sam and Lynsey agreed that it had been an excellent experience to attend the awards event at the House of Commons.

The Chair of the Board of Governors also took the opportunity to remind the Board that this meeting would be the last for two currently serving Governors, Colin Sawers the Staff Governor representing business support functions who has been a Governor for 4 years and Diana Meale, who is an independent external Governor who has served on the Board for 8 years. The Chair described the significant and valuable contributions made by both and it was agreed by all that their presence and input to Board deliberations would be missed. The Principal also expressed a personal note of thanks to Diana Meale for the 8 years of support offered to her and the sound words of advice and guidance often received.

**16.116 DECLARATIONS OF INTEREST**

The Chair reminded Governors present to declare any interest that they may have on items to be considered. No interests other than the standing items were declared.

**16.117 WELCOME INTRODUCTIONS AND APOLOGIES FOR ABSENCE**

Apologies for absence were noted from John Holford, Jean Marriot, Hari Punchihewa and John Robinson.

**16.118 MINUTES OF THE MEETING HELD ON 15<sup>TH</sup> SEPTEMBER 2016**

The minutes were reviewed and it was agreed that they were an accurate record of discussions.

AGREED: to approve the minutes of the meeting held on 15<sup>th</sup> September 2016.

Signed : \_\_\_\_\_ Chair

Date:

There were no matters arising.

**16.119 ACTION PROGRESS TABLE**

Members reviewed the action progress table and were happy to note the updates provided.

**16.120 HR ANNUAL PEOPLE REPORT 2015/16**

The Director: HR introduced this item and confirmed that the full report had been made available to Governors on the portal. In terms of the meeting today she provided a presentation which she hoped would reflect, what was in her view, a very impactful report which celebrates the journey that the College has made to date and continues on. The Principal expressed her own view that there were numerous examples within the report provided which would and should make the Board proud of the achievements obtained.

The Director: HR confirmed that the content of the report is an appendix to the self-assessment report which is currently being validated. In her view it clearly demonstrates significant impact over the last four years and the presentation today is a snapshot of what is in place.

In terms of the presentation key matters brought to members attention were:

- 1) When staff work together it is clear to see:
  - Strong leadership and management
  - Evidence of the impact of strategies and interventions in place
  - The College is seeing its stars shine.
  
- 2) Providing a talent pool – this includes a spotlight on:
  - PAL to Learning Consultant – the main aim is to improve teaching and learning by coaching. The team have used an online platform very effectively
  - From interim Manager to Head of School
  - 2 Maths graduates funded through ETF plus 9 other interns – this has provided a really helpful resource to the team
  - 35 Business Administration Apprentices – the College is able to share and showcase their stories particularly in relation to a successful talent pool story for BKSB
  - Cross College administrators.
  
- 3) There is evidence of driving change in challenging times, doing things in the right way, including:
  - VBSS is now established
  - Average head count 51
  - 155 new starters

Signed : \_\_\_\_\_ Chair

Date:

- Teaching hours increased
  - Transformation of the College estate whilst living the values
  - High response rate and high levels of evidence in staff survey. The Director: HR expressed her own personal satisfaction in relation to this
  - College relationship with the trade unions – it was explained that this is an appropriately challenging relationship with mutual respect
  - Employee Council continues to be one example of the effect of platforms used to have meaningful conversations with College.
- 4) Improving performance:
- Continued effective performance improvement of those not meeting expectations and staff performers. One taster includes the Lifestyle Academy. This has been transformed in terms of outcomes and is now in the top quartile. Mind sets have also been changed, particularly in relation to staff regarding English and Maths skills. There is evidence here of staff working really hard to take advantage of the BKSB product. There is also clear evidence of professionalism both at Revive and Refined.
- 5) Cultivating a healthy workforce:
- Total absence closed at 3.7%, short term triggers vastly reduced. Increase in long term absence but this was mainly due to surgery. AoC benchmark is 4.2%. The Director: HR indicated that ideally the College target is around 3.4%, therefore there is more to do. Health and wellbeing is really important for all staff and senior management
  - Stress management - 27% reduction from the previous year in the number of people absent
  - MSD - 24% reduction in the number of people absent from the previous year
  - The report showcases the excellent work.
- 6) Next steps – continued implementation of people strategy 2015-18 with a focus on:
- Addressing 2015/16 survey areas of improvement and current levels of staff engagement and morale. She confirmed that she and the team were still looking at recognition and reward, which was not necessarily increased pay, for example reintroduction of the star awards or something similar
  - Work force development and talent management through the apprenticeship standards
  - Investors in People reaccreditation

Signed : \_\_\_\_\_ Chair

Date:

The Director: HR was commended for all of the hard work that was evident and the really positive outcomes seen in 2015/16.

AGREED: to note the content of the report provided.

**16.121 AREA BASED REVIEW UPDATE AND POSITION STATEMENT**

It was agreed to discuss the presentation proposed under confidential items later in the agenda.

**16.122 PRINCIPAL'S SUMMARY REPORT**

The Principal drew members attention to her written report which included a number of key items:

- Area review – it was acknowledged that the discussions on this would be considered later in the meeting. The process has now commenced and key data and financial information will be provided by 21<sup>st</sup> October 2016.
- Apprenticeship strategy – this is also to be discussed later in the meeting following discussion and recommendations made at the most recent Finance, Resources and Estates Committee.
- Enrolments 2016/17 – an enrolment update is provided for Governors at agenda item 9 as part of the Deputy Principal's update. In summary the College is at 99% of target for EFA 16-18 learners, 81% for 19+ learners and 99% for students aged 24+. Student retention is currently being monitored with a strategy in place to minimise withdrawals at this critical period during the first term.
- Estates update – this is a fantastic story with the refurbishment of Derby Road progressing to plan. The HE Centre handover is scheduled to take place during this week. It was noted that the next Board meeting would be arranged to take place in the HE Centre.
- Midlands' Engine for Growth – the Conservative party conference saw the Prime Minister reaffirm the Government's commitment to powering the Midlands Engine for Growth. There are huge opportunities for colleges, particularly around apprenticeship growth in advanced manufacturing at all levels.
- Government direction – also at the Conservative party the new Education Secretary the Rt Hon Justine Greening MP launched a social mobility package which will see 6 opportunity areas across England receive £60million. Mansfield is not part of this although FE is critical in improving social mobility therefore the AoC will be playing a key role in developing this policy with the DfE.
- D2N2 LEP Skills Strategy – the LEP is in the process of refreshing its skills strategy.

Clerk

Nov. 2016

Signed : \_\_\_\_\_ Chair

Date:

A consultation has taken place on the changes to which the College has submitted a full response. There is a concern that there is some misleading information included within the consultation documents and Dame Asha Khemka has written directly to David Ralph in relation to this.

- College events – the HE graduation will be taking place on 19<sup>th</sup> November over 2 ceremonies. Key note speaker this year is Darryl Eales the Chair and owner of Oxford United Football Club and Chair of the E2Exchange.

AGREED: to note the update provided.

#### **16.123 KPIs/DATA DASHBOARD - 2015/16 YEAR-END SUMMARY AND CONCLUSIONS**

The Director: Strategy and Innovation introduced the data dashboard reports and a number of matters were specifically drawn to members' attention.

- 1) Total learners:
  - Total learners – as expected total learners for the year has ended at 25,000. This is a considerable reduction on the previous years due to the lack of ESF programmes. It was explained that the figure is 7,000 down on the prior year, with the biggest reduction in work place learning and classroom. In terms of future reporting the Board were advised that the intention is not to focus on total learners but instead to look at income generation against targets.
  - 16-18 full time students – the final 16-18 figure is 2,720 which is some 204 short of the target for the year.
  - Apprenticeship starts – the College has exceeded its start target by 1103 this year, which is more than 1600 delivered in the previous year.
- 2) 16-18 full time students – during 2015/16 the College never got to the level of the 2014/15 year-end. 2016/17 is already showing a better position and it is now important to retain them. Year-end figure was 2,720.
- 3) Apprenticeships – the Director: Strategy and Innovation explained that if the College was simply looking at the number of starts then this area would be RAG rated as green, however the Board need to be aware that the College has not achieved its income forecast in this area. To address this, the KPI in 2016/17 will be income generation, particularly in relation to the level of income received through partnerships. The Board questioned why the College did not achieve its income targets if the number of apprenticeship starts predicted was achieved.

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Signed : \_\_\_\_\_ Chair

Date:

It was explained that most of the apprenticeships provided in 2015/16 were in the lower funding brackets as opposed to higher and there has also been an impact as a consequence of different occupational disciplines.

Q

- 4) Success rates (classroom based learning) – there was no update provided from the previous months and final 2015/16 success rates will be confirmed in the SAR. In terms of success rates for apprenticeships the latest projections suggest overall success will end at 76%-77% and timely at 67%-69%. It was explained that the focus for 2016/17 will be on progression rather than just achievement of qualifications. The Board considered the graph presented and questioned why there appeared to be a declining trend in terms of the overall position. It was explained that this has significantly been impacted by Maths and English achievement for 16-19 year olds. The Principal explained the change of Government policy and indicated that the decline is mirrored nationally. The Board were advised that the College in 2015/16 saw a 47% increase in the number of students who had to retake Maths and English. There is a review of Government policy now as it has become quite clear that the retakes required by the government are not achieving their objectives. The Board all agreed that it must be incredibly demoralising for young people who are required to retake but still fail Maths and English GCSEs and Functional Skills.
- 5) Success rates (apprenticeships) – timely success is strong. The senior team will continue to monitor and in 2016/17 there will be more comparison data available by each particular point in the year and trends that become evident in year rather than just end of year position.
- 6) Success rates (work place learning) – it was explained that work placed NVQs are no longer publically funded and therefore will not be a priority focus for the College in 2016/17.
- 7) Customer satisfaction – the Board were advised that the final picture in terms of customer satisfaction is largely a positive one as classroom based learning has improved and work placed learner satisfaction remains very high despite a slight fall. Employer satisfaction has fallen slightly but both work placed learners and employers need higher return rates. In terms of work place learning it was acknowledged that 97% satisfaction rate is still high although a slight decline is evident. Assurance was given that senior staff have delved deeper in to the specifics and are taking action to address any comments and issues that have been made and raised. For work place learning the response rate is much too low and the College in 2016/17 will be addressing this in improved use of technology.

Signed : \_\_\_\_\_ Chair

Date:

- 8) Graded lesson observations – the outcome was slightly below target but still a high proportion. Partner observations is significantly improved and a really positive move.
- 9) Staff absence – this was covered as part of the HR people report.
- 10) Financial indicators – the College has remained in surplus although behind the original target set. Financial health score has remained at 140 points. It was explained that this will be subject to a different method of financial calculation in 2016/17, although it is not expected that this change will have a negative impact on the College position.

AGREED: to note the update provided.

**16.124 COLLEGE ENROLMENT UPDATE 2016/17**

The Deputy Principal Teaching and Learning introduced this item and confirmed that:

- The College is now at 97% of its target for EFA 16-18 learners. It was explained that at the time of issuing papers this was at 99% but the last week was when the cut-off date for when learners 'count' in terms of the ILR and therefore this has seen a small reduction.
- 19+ learners, the College is at 81% of target.
- Students age 24+ - the College is 99% of target.

He explained that the failure to meet targets has implications for funding in each area. Student withdrawals from full-time provision are being closely monitored on a weekly basis and Schools challenged to make sure that all students at risk of withdrawal are strongly supported to remain on programme.

AGREED: to note the update provided.

**16.125 GOVERNANCE REPORT**

The Clerk presented a number of matters for discussion and approval

- a) Committee Membership

She explained that with the departure of Diana Meale and Colin Sawers there were a number of vacancies/changes required. She drew members' attention to page 35 with proposed changes noted in red. The Board were happy to support the recommendation that Kate Allsop join the Remuneration Committee to replace Diana Meale and Alison Breeden join the Finance, Resources and Estates Committee to replace Colin Sawers.

Signed : \_\_\_\_\_ Chair

Date:

AGREED: to approve the proposed membership changes as presented.

b) Standing Orders

The Clerk presented minor amendments to the Standing Orders which were proposed and supported by the Finance, Resources and Estates Committee at its meeting on 27<sup>th</sup> September 2016.

AGREED to approve the minor changes proposed.

c) Governor Appointment and Reappointment Procedure

The Clerk explained that the procedure has been reviewed to take account of the fact that the Corporation no longer operates a separate Search Committee. The Board were happy to agree that the contents accurately reflect the current operational arrangements.

AGREED: to approve the procedure for the appointment and reappointment of Board members.

One typographical error was noted at page 45. In section 49 the word single should be removed.

Clerk

Oct 2016

**16.126 ILR AUDIT OUTCOME**

The Director: Finance/Deputy Principal provided a verbal update and reminded the Board that ILR is a funding audit which is carried out on a periodic basis, the last one at WNC was two years ago. It was explained that who participates in an ILR audit is determined by the SFA on a risk based approach and given the size of WNC College provision it is always expected that audits in this area will be undertaken more frequently than in other colleges. He explained that the audit looks at nearly 40 million pounds worth of College delivery and therefore it is a critical piece of work. He was pleased to report a clean audit with verbal confirmation of this, a copy of the written report is awaited.

The Director: Finance did indicate that whilst the audit outcome was clean it has been a very challenging process because of a change in the way that that the audit is carried out. He explained that in the old process there used to be a tolerance level provided, however in the new process a resampling exercise is required to be undertaken. Fortunately the College was not asked to complete any resampling, however if it had been, this would have been a considerable amount of additional work. In terms of lessons learned he explained that for future audits what the College needs to be able to do better is to access available information to make the audit process easier. In terms of the written report received he confirmed that a full report on this will be made directly to the Audit Committee at its next meeting.

Dir Fin /  
DP

Dec 2016

Signed : \_\_\_\_\_ Chair

Date:

AGREED: to note the update provided.

**16.127 SAFEGUARDING DEVELOPMENT PLAN**

The Board were happy to note the content of the report provided on the portal.

**16.128 EQUALITY AND DIVERSITY ANNUAL REPORT 2015/16**

The Board were happy to note the content of the report provided on the portal.

**16.129 EMPLOYER ENGAGEMENT AND PARTNER UPDATE**

The Board were happy to note the content of the report provided on the portal.

**16.130 EXCEPTION REPORT – SAFEGUARDING, E&D AND PREVENT**

The Board were happy to note the content of the report provided on the portal.

**16.131 PROPERTY/HE CENTRE UPDATE**

The Board were happy to note the content of the report provided on the portal.

**16.132 COMMITTEE MATTERS**

The Board were happy to note the content of information provided on the portal which included:

- a) Summary of Committee discussions/decisions
- b) Minutes of the FR&E Committee meeting held on 27<sup>th</sup> September 2016
- c) Minutes of the Standards Committee meeting held on 6<sup>th</sup> October 2016.

**16.133 GOVERNANCE**

The Board were happy to note the outcome of the skills audit undertaken in 2016.

**16.134 ANY OTHER BUSINESS**

As an item of additional business the Chairman took the opportunity to share a number of key dates regarding the area based review

- 21<sup>st</sup> October 2016 is the date when the colleges questionnaire needs to be submitted to the FE Commissioner team.

Signed : \_\_\_\_\_ Chair

Date:

- 8<sup>th</sup> November is the first Steering Group meeting and there is also an open invitation to all Governors to attend a briefing session on the afternoon of that date.
- 21<sup>st</sup> November is the date that the FE Commissioner Advisors visit the College.

(Staff and Student Governors left the meeting at 6.00 pm)

**16.135**    **CONFIDENTIAL ITEMS**

It was agreed that confidential items would be recorded separately.

Signed : \_\_\_\_\_ Chair

Date: