



**WEST NOTTINGHAMSHIRE COLLEGE
CORPORATION BOARD**

Minutes of the Board meeting held in the Board Room at Vision University Centre Derby Road on Tuesday 22nd November 2016 at 5pm

GOVERNORS PRESENT: Kate Allsop (until 7pm)
 Ian Baggaley
 Tim Clarke
 Nevil Croston, Chair
 Terry Dean
 Jamie Fryatt
 Malcolm Hall MBE
 John Holford
 Dame Asha Khemka DBE
 David Overton
 John Robinson (until 6.30pm)
 Mark Williams
 Chris Winterton
 Marc Jones
 Alison Breedon

ALSO IN ATTENDANCE: Maxine Bagshaw, Clerk to the Corporation
 Andrew Martin, Deputy Principal/Director Finance
 Lesley Roberts, Vice Principal Business Development & Employer Engagement (until 6.30pm)
 Tom Stevens, Executive Director Capital Projects & Estates
 Andrew King, Director of Strategy and Innovations
 Louise Knott, Director Communications, Marketing & Learner Engagement
 Tracey Thompson, Director of HR
 Patricia Harman, Teaching and Learning Consultant

Prior to the formal commencement of the meeting, the Principal welcomed David Jones a College tutor. He had been invited to attend to speak about Abigail Weeton, one of his students who has received both the McLarens award for innovation and also the Principal’s award at the HE ceremony this weekend. Abigail Weeton graduated with a first class honours in Business Management. David Jones described Abigail as ‘an outstanding student in an outstanding year’. The College has seen a high number of first class honours degrees this year which was incredible. All staff have been really amazed at the high standards and a lot of students have secured graduate apprenticeships.

ACTION by whom	DATE by when

Signed : _____ Chair

Date:

Abigail specifically obtained 3 A-Levels and started working at Dunelm whilst undertaking studies. During her Level 6 course she completed the innovation module which was submitted to the telegraph STEM awards. Whilst she did not win the overall award she did win in the innovation category, beating students from both Oxford and Cambridge.

He indicated that it was really pleasing to see her blossom in terms of her confidence. She is incredibly articulate. The move from a foundation degree to a full degree was an incredible journey for her. As a result of the award, she was given two weeks work experience as a prize at McLarens and as a consequence of this she has now secured full time employment there as an accounts executive.

The Board all recognised the exceptional work of both Abigail and David as her tutor. They asked that their thanks be formally passed on to Abigail and they wished her every success for the future.

16.136 DECLARATIONS OF INTEREST

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

16.137 WELCOME INTRODUCTIONS AND APOLOGIES FOR ABSENCE

Apologies for absence were received from Jean Marriot and Hari Punchihewa. Patricia Harman who has re-joined the College as a Teaching and Learning Consultant was welcomed to her first meeting in this capacity.

16.138 MINUTES OF THE MEETING HELD ON 20TH OCTOBER 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 20th October 2016.

There were no matters arising.

16.139 ACTION PROGRESS UPDATE

Members were happy to note the content of the table provided.

16.140 PREVENT UPDATE

The Director of Communications, Marketing and Learner Engagement provided a presentation with key matters brought to members' attention.

Signed : _____ Chair

Date:

- 1) College Prevent Duties
 - To prevent people from being drawn in to terrorism
 - Duty came in to effect 21st September 2015
- 2) The definition of extremism – ‘vocal or active opposition to fundamental British values....we also include in our definition calls for the death of members of the armed forces’. She explained that the definition was quite hard to work with as an educational organisation. The College does actively encourage debate and what the focus of the definition appears to be more about is the incitement to violence. It was acknowledged that in terms of the definition there are no ‘absolutes’ and therefore what staff are being asked to do is to make a judgement call.
- 3) British values – these are defined by the Government and include
 - Democracy
 - The rule of law
 - Individual liberty
 - Respect and tolerance for different faiths and beliefs

She explained that ‘British values’ is very specific to faiths and beliefs, however the College does take a broader view in relation to all aspects of respect and tolerance. The responsibility of the College is to embed these values and Ofsted will test whether this has been done.

- 4) Governors – responsibilities are
 - To ensure that the College is meeting its statutory duties. This is done through the Standards Committee who receive regular reports.
 - Understands the risks, particularly within the College and regional context.
 - Promote British values in your work
- 5) Prevent in action – statutory duties, these include
 - Partnerships
 - Staff training – not just online, this has to be face to face
 - Risk Assessment
 - Welfare and pastoral support
 - Speakers and events – governors were reminded that the College has to monitor and check any external speakers. Assurance was given that procedures are in place for checking
 - Online safety – it was explained that the College monitors staff and student online usage on a daily basis.
 - Fundamental British values

The most obvious duty in terms of prevent in action is safeguarding, however sitting underneath that is the promotion and embedding of

Signed : _____ Chair

Date:

British values and then building resilience to ensure that people can protect themselves. It was explained that the latter is the largest body of work that the College needs to do and that students should be able to protect themselves.

The Board then went on to discuss the changing nature of risk. It was acknowledged that as a country the UK is still at the severe level, however the local community i.e. Nottinghamshire is relatively low when compared with London or Birmingham, however Governors were reminded that the College does work with partners in these areas and therefore the risk profile is complex. The nature of risk is changing and historically the concern was specifically relating to people leaving the UK to fight, however the ground activities now seem to be diminishing. What is now prevalent, as in the Jo Cox situation, is the online incitement to violence. Radicalisation is becoming increasingly challenging to monitor and there needs to be particular vigilance through Facebook and twitter.

6) External referral

- Chanel
- Referral via the Police prevent team – however this may change and go straight to the local authority in the future
- A referral does not give a criminal record
- Threshold for referral requires;
 - a) Ideology
 - b) Intent
 - c) Capability

7) As a College – we provide

- Staff training and refresher training
- Part of the Notts Prevent Network
- Student mandatory tutorials – in relation to these the College is currently questioning and reviewing the impact and will amend as required
- Speakers and events
- British values – the view of staff is that this is currently not explicit enough and the College needs to do more

8) 2015/16 prevent referrals

- 23 referrals about 27 individuals
- Predominantly linked to right wing ideologies
- 3 referrals were referred on externally

The Board were then provided with a case study

- A 17 year old level 2 student
- Asperger's syndrome
- Walked 10km to College every day
- Seen and speaks about looking at knives online
- Talks about being in training – almost military

Signed : _____ Chair

Date:

- Links on Facebook to right wing groups but nothing illegal or banned.

It was explained that he did not meet the channel threshold to obtain support as the ideology wasn't there, however he did receive support from both the College and Police and he went on to successfully achieve at College.

Q

In general conversation the Board questioned how the number of referrals compares to the prior year position. It was explained that in 15/16 there were 23 referrals. In 16/17 there have so far been few and it is expected that by yearend the position will be reduced on the 23. It may be that in the first year of operation staff were being overly cautious.

Q

The board then asked for further details regarding the Colleges monitoring of online activity. It was explained that the report to the Director of IT is predominantly regarding 'unpleasant' material and that extremism material is a minority. The Board were advised of the process of reporting to the Director of IT and how decisions were made in terms of next steps. It is not always prevent that is a concern and more often it is a safeguarding issue, for example students trying to access sites on extreme diets.

The Board were advised that British values is being delivered as part of the curriculum, however the view is that this is implicit rather than explicit at this particular point in time and this needs to be addressed. There are posters all around the College, however more can be done. Governors suggested that at the three main entrances the College use the information screens to project the clear messages required in this area. The Board all agreed that it was important to keep a healthy perspective on the prevent duties and not be seen to be simply ticking boxes. That being said there was an acknowledgment that Ofsted will have a view and an approach to this. The College can clearly evidence promotion of the core values of respect and responsibility.

CH

The Principal took the opportunity to express some concern and challenge to staff in terms of dealing with students who do not embrace the College values of respect and responsibility. She indicated that there have been some instances of students being very messy and leaving facilities not in the state that they have found them. In addition there are some instances of poor peer treatment on social media that need to be addressed. All of the Board agreed that these exceptions could not be tolerated and that students who do not show and share the core values should be dealt with robustly.

CH

The Principal requested that staff revisit the tutorial system, as in her view something seems to have been lost in translation. The College needs to be flexible and respond to its own students not simply adhere to rigid processes in place which may in some instances not be helpful. The Board all agreed that there was a need to educate students but

Signed : _____ Chair

Date:

Q accepted that in some instances there was a need to make examples. The Board questioned whether there had been an upturn in terms of the number and nature of issues identified. The Principal expressed the belief that there had and asked that staff take steps to review this. The Board all agreed in terms of the message that staff needed to be really clear in terms of the standards expected and have a consistent approach to these.

AGREED: to note the content of the presentation provided.

16.141 **STRATEGIC RELATIONSHIP WITH NOTTINGHAM TRENT UNIVERSITY**

The Director of Strategy and Innovation introduced this item and provided a presentation. Key matters brought to members attention were:

- Partnership really started approximately 8 months ago
- Intention is to complete joint marketing with NTU
- Aims of the partnership identified are;
 - a) To raise the profile of the University Centre with local businesses
 - b) Develop the Colleges commercial offer
 - c) Develop its higher and degree apprenticeship delivery
 - d) Engage high profile business people in the centre
- In terms of developing the offer this includes;
 - Short insight breakfasts on key topics for local employers – this is part of a programme that NTU were already considering
 - Progression from short insight sessions to all day masterclasses
 - Part of a wider programme of business support funded for the next 3 years
 - Potential to develop new sessions to complement our offer.
- There are no limits on the type or size of business or number of employees who can attend each session.
- The sessions will be provided free of charge to local businesses for the first year.
- Dates and topics for the insight breakfasts and masterclasses are being developed. Members' attention was drawn to the data table. The red highlighted areas are what NTU already have in place and the green are what the College thinks will draw local businesses to the programme. It was acknowledged that there are still a few gaps to fill and that what is presented today shows what the current position is. It was agreed that Andrew King would connect with Tim Clarke outside the meeting, particularly in relation to crowd funding.
- Potential NTU delivery includes management and leadership modules delivered in 3 days covering;
 - a) Managing and leading people in organisations
 - b) Effective change management
 - c) Delivering value

Dir S & I

Dec 2016

Signed : _____ Chair

Date:

- d) Corporate leadership and governance
- e) Sustainable financial management practices
- f) Consultancy in action

If an assessment is undertaken it can lead to a Masters qualification from NTU. Income sharing agreement needs to be put in place for these courses and any full masters courses that NTU deliver. NTU fees for each set of modules is £1350.

- Degree apprenticeships – these include;
 - a) Leadership and Management Degree Apprenticeships for health/retail/hospitality
 - b) NTU developing an offer for HR, Project Management, Marketing, Finance, Procurement
 - c) Developing joint materials to support each others offer
 - d) Joint understanding of respective offers
 - e) 3 way partnership with College subcontractors.
- Potential NTU validation – it was explained that there is potential NTU validation of HE Business courses. In terms of cost it is much lower than BCU but a different model is in place. It was confirmed that more work needs to be done to fully assess the pros and cons of each and that the College is at the initial stages of discussion only on this. Costs of validation compares favourably to BCU. It was noted that BCU have some leadership changes and that this will have an impact in terms of change and is something that the College needs to be aware of. It was confirmed that further work is required to understand what is involved and the potential timing of any change. The Board were advised that the College still has a very strong relationship with Derby University.

In terms of next steps these include:

- Launch the programme of insight breakfasts and master classes on 6th December
- Develop new sessions based on employer feedback and demand
- Market testing for potential September 2017 starts for open modules
- Share marketing for apprenticeship provision and joint training on offer to employers
- Agree principles of income sharing on the proposed graduate and apprenticeship delivery
- Agree next steps on NTU validation.

In terms of the schedule presented, it was confirmed that this is an initial schedule and that a plan is being developed over 3 years. All agreed that in order to raise the profile what is needed is to focus on high profile speakers who will attract the business crowd. One comment made was that the business breakfast market is quite 'crowded' in the local area and therefore there will be a need to secure exceptional speakers. It was explained that the offer is slightly different, in that training rather than networking is provided, however assurance was given that in terms of

Signed : _____ Chair

Date:

the programme what the College is looking for is quality rather than quantity.

The Board were happy to note the update provided and the Director of Strategy and Innovation confirmed that he would provide an update in the Spring term of 2017.

AGREED: to note the content of the presentation provided.

16.142 KPI'S 2016/17

The Director for Strategy and Innovation circulated the updated KPI document and a number of matters were brought to members' attention.

1) 16-19 volumes (including directly delivered apprenticeships)

He explained that the College has not achieved its target of maintaining the number of full time 16-19 students. Compared to the same point in the prior year there are 137 fewer students (5.1% reduction). This compares to 230 reduction (7.8%) at the same point in the prior year. The rate of reduction is slowing but the College is not achieving its target of outperforming the demographic downturn. In terms of the rate of reduction, whilst acknowledging that it was reducing it is still not good enough. The KPI has been RAG rated as amber/red at this point in the year. Actions to grow the 16-19 directly delivered apprenticeships will grow overall 16-19 cohort. The College needs to realistically plan the number of full time 16-19 volumes taking in to account demographic changes and track record. The College plans a review of curriculum as part of an assessment of class sizes to look at areas of poor recruitment and viability. He explained that other key actions were also likely to arise from the ABR process, but realistically a review of the curriculum and viability is required.

2) Apprenticeship income split between College and partner delivery

This is currently RAG rated as amber. The College is slightly behind forecast in terms of cash generated by apprenticeship provision. While partners are performing in line with expectation the Colleges own delivery is slightly behind profile. However it is too early to draw any conclusions at this point of the year and there is considerable change currently being undertaken within the Colleges own delivery team to improve the position and readiness for more direct delivery. In terms of the data provided it was explained that the size of the circle is the size of the funding achieved against target to date. In terms of actions being taken there is considerable change within delivery teams. The College does plan to increase the volume of direct apprenticeship delivery. The changes to the new structure are due to complete by 7th December, following which delivery is expected to increase towards the target level

Signed : _____ Chair

Date:

of £4.2 million.

- 3) Adult education budget (excluding apprenticeships) split between D2N2 delivery location and otherwise.

This is currently RAG rated as amber/green. Compared to the end of 15/16 the College has already started to shift delivery so that more of the funding is being spent in D2N2. This is currently based on 25% of spend so there is a need to ensure that as spend increases it continues to follow this trend. This will be achieved through the implementation of the Adult Education Strategy and careful management of partners delivering outside of D2N2. He explained that localism is not a complete blanket approach and there may still be out of area delivery, however this will be in line with Government priorities, for example the construction Centre in Sheffield. In terms of action taken the College is working with local partners to implement the Adult Education Strategy and continues to reduce the level of funding spend with partners delivering outside the D2N2 area unless there is a clear justification for doing so.

- 4) 16-18 progress

This is currently RAG rated as amber/red. It was acknowledged that this is quite early in the year to be measuring this and there are lots of identified actions required, particularly in relation to English and Maths. He confirmed that all students have an English and Maths target against which their progress will be measured. All students will have their progress measured by their own progress tutor which will include Maths and English. In addition progress will be monitored by the curriculum areas with heads of school.

- 5) Apprenticeship success rates

This is currently RAG rated as green. The current year data shows a good position in relation to overall success, albeit at a very early point in the year. The timely success also needs to be contextualised as at this stage of the year it is subject to fluctuation based upon the returns that have been received.

- 6) Financial Indicators

This is currently RAG rated as amber. It was explained that it is very early in the year to make judgements as this financial information is only available for the first 2 months of the year. There is the expectation of improvement, however the College is slightly behind forecast at this stage. It was explained that income really mirrors the apprenticeship provision and in this area it is College direct delivery rather than partners that is falling short. What will be key going forward is linking the income to achievements.

Signed : _____ Chair

Date:

Q The Board noted the under achievements against target in terms of student numbers and questioned what the financial impact would be. The Director of Finance confirmed that so far as 16-18 year olds are concerned there will be no in year impact because of the lagged system, however funding will be lower in 17/18. The College is circa 100 students short of its target which is a value of £400k. What the College will need to do now is reduce its cost base to manage this and will have this academic year to achieve this. He indicated that there will be an absolute underperformance in this area as the College cannot make up the 16-18 numbers now. What needs to be done is to take out the costs associated with this underachievement of target ready for the 17/18 academic year. It was acknowledged by all that there is a decline in the demographics and this will have some impact. The Director of Finance expressed the view that the College needs to continue to better address the retention rate from enrolments to starts, and in addition to this needs to increase its market share.

Q When discussing the percentage of activity undertaken out of the D2N2 area the Board questioned how such a high level had occurred. Governors were reminded that the Colleges strategy for growth in previous years was to focus on high volumes, which if they were to be efficient necessitated out of area delivery. However, over the last 2 years, having seen the direction of travel regarding localism the College has and continues to change its focus.

The Board indicated that whilst finding the KPIs very useful they would like to see, in the absence of the management accounts being presented for discussion, at each meeting a summary of discussions which have taken place and the in depth analysis completed by the Finance and Resources Committee.

Clerk Each meeting

It was explained that the national expectation is that Colleges will deliver 50% of activity within their LEP area and therefore the College has work to do to achieve this.

Q The Board discussed 16-18 student recruitment and all acknowledged that the school markets was incredibly important and questioned whether more could be done. The Director of Communications Marketing and Learner Engagement confirmed that this College is incredibly aggressive in terms of its marketing and recruitment, for example College buses are parked outside school premises when the results are issued. Schools continue to be a challenge and what is the key area of concern is the misinformation provided to students and parents.

(John Robinson and Lesley Roberts left the meeting at 6.30pm)

IAG in schools is a real issue and without some sort of national intervention it is likely to continue as a problem.

The Director of Finance expressed the view that retaining the Colleges

Signed : _____ Chair

Date:

Q enrolled numbers is key and the Board questioned what the plan was in relation to this. He expressed the view that retention has to come from the curriculum. It is important that the students are 100% engaged when they arrive and that there are effective plans in place to keep them warm over the summer. The joining experience in the first 4 weeks is key. He confirmed that the College does try to really understand why students withdraw and all agreed that what the College does with this information is very important. He expressed the view that level 3 students are a 'soft option' and that a separate strategy needs to be devised regarding this particular cohort.

AGREED: to note the update provided.

16.143 PRINCIPALS REPORT

The Principal drew members attention to her written report and a number of key matters were noted :

- UK – India Tech Summit. She expressed the view that generally the UK Prime Minister was not very well received in India. A significant issue for students in India is visas. There was some UK arrogance regarding these which was not well received. The government may need to change its language and approach.
- Area review update – the first steering group meeting took place on 8th November 2016 which was a general briefing meeting. Second steering group meeting is on the 6th December. The expectation at that meeting is that Colleges will present options. There will be a further pre meet with College Chairs and Chief Executives this week, this is being facilitated by the ETF. The College had its site visit yesterday and made clear that whilst fully engaged in the process there is some uncertainty regarding what is expected from WNC in terms of outcomes. The team during the visit made it clear that their job was to validate the information provided. The student governor also provided an update on the NUS round table discussions he had attended. He explained the feelings and feedback provided by the group.
- AOC conference – the Principal described this as one of the better conferences and indicated that it was quite upbeat.
- Governors were reminded that the HE graduation event was held on Saturday and it was described as exceptional. All who had attended agreed that it had been a fantastic day.

AGREED: to note the update provided.

16.144 DEVOLUTION AND ADULT EDUCATION STRATEGY

The Director of Strategy and Innovation introduced this item and confirmed that the strategy and consultation responses follow on from the July report which was a draft. Consultation has now been undertaken and members' attention was drawn to paragraph 5.2 which summarises the feedback. Paragraph 5.3 summarises the College response and

Signed : _____ Chair

Date:

changes made.

Q

Whilst supportive of the strategy one Governor did question, in relation to page 34, who the stakeholders are. He strongly recommended that the list includes local groups and there was an accepted and identified need to bring/draw them in to the planning process.

AGREED: to approve the Devolution and Adult Education Strategy.

16.145 HE QUALITY ASSURANCE STATEMENT

The Director of Strategy and Innovation introduced this item and confirmed that what was presented was a response to the requirement that Colleges now have to provide governing body assurance. This area is largely overseen by the Standards Committee. Members' attention was drawn to page 37 which sets out the assurances. Page 39 is the actual assurance statement which, once approved by the Board, will be signed by the Principal and Chief Executive as the Accounting Officer.

AGREED: to approve the HE Quality Assurance statement presented.

16.146 STAFF GOVERNOR VACANCY

The Clerk provided a verbal update and indicated that the deadline for expressions of interest/nominations had been yesterday. At that time two members of staff had expressed an interest and therefore an election was planned, however one candidate has today withdrawn because he will be moving to work at another College. In these circumstances the proposal was put forward that Jane Hawksford the one remaining candidate be appointed to the Board as a Governor unopposed.

AGREED: to appoint Jane Hawksford as a Staff Governor (Business Support) from 22nd November 2016 until 22nd November 2020 (or until such time as she ceases to be a member of staff whichever is the earlier).

16.147 EXCEPTION REPORT – SAFEGUARDING, EQUALITY AND DIVERSITY

AGREED: to note the content of the report provided.

16.148 STUDENT GOVERNOR UPDATE ON THE NUS AREA REVIEW ROUND TABLE MEETING

It was noted that this had been covered as part of the Principals report and update on area review earlier in the meeting.

16.149 PROPERTY STRATEGY UPDATE

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

Signed : _____ Chair

Date:

16.150 **HE STRATEGY**

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

16.151 **PARTNER REPORT (STANDING ITEM)**

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

16.152 **FINANCE REPORT TO SEPTEMBER 2016**

Whilst happy to note the content of the information provided on the portal the Board did ask that at the next meeting financial information be presented for discussion. Going forward it was agreed that as part of the KPI update there would be a brief summary from the Director of Finance explaining the current financial position.

Dir Fin

2017

16.153 **MINUTES OF THE F,R&E COMMITTEE MEETING HELD ON 8TH NOVEMBER 2016**

AGREED: to note the content of the minutes of the meeting.

16.154 **AOB**

As a matter of additional business the Chairman of the Standards Committee took the opportunity to urge all Governors to progress meetings with their Governor links. He requested that Governors take a proactive approach to ensure that this initiative was successful. He indicated that as part of the SAR validation process it had become clear to him that Governors need independent opportunities to test information provided at the more formal meetings and that the Governors links scheme is a perfect opportunity to carry out independent assessment at a more granular level.

16.155 **DATE OF NEXT MEETING**

The Clerk confirmed that the next scheduled meeting was 15th December 2016 at 5pm.

16.156 **CONFIDENTIAL ITEMS**

It was agreed that confidential items would be recorded separately.

(Staff and Students left the meeting at 7pm as did Kate Allsop)

Signed : _____ Chair

Date: