



**WEST NOTTINGHAMSHIRE COLLEGE  
CORPORATION BOARD**

**Minutes of the Board meeting held in DR172 at Derby Road on Thursday 19<sup>th</sup> October 2017 at 5.00 pm**

**GOVERNORS PRESENT:**  
 Ian Baggaley  
 Tim Clarke  
 Nevil Croston, Chair  
 Terry Dean  
 Jamie Fryatt  
 Malcolm Hall MBE  
 John Holford (From 5.25 pm)  
 Dame Asha Khemka DBE DL  
 Mark Williams  
 Lee Radford  
 Martin Rigley MBE  
 Alison Breeden  
 Luke Walters

**ALSO IN ATTENDANCE:**  
 Maxine Bagshaw, Clerk to the Corporation  
 Andrew Martin, Deputy Principal/Director: Finance  
 Lesley Roberts, Vice Principal: Business Development  
 Tom Stevens, Executive Director: Capital Projects and Estates  
 Louise Knott, Vice Principal: Communications, Engagement and Student Experience  
 Tracy Thompson, Vice Principal: Human Resources and Organisational Development  
 Amanda Jogela, Director: Quality and Performance  
 Julian Smith, Director: Learning and Innovation  
 Gavin Peake, Director: IT  
 Jackie Pugh, Head of Care and Education (until 5.20 pm for agenda item 5)

**17.86 DECLARATION OF INTERESTS**

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

**17.87 WELCOME INTRODUCTIONS AND APOLOGIES FOR ABSENCE**

Martin Rigley MBE and Lee Radford were welcomed to their first meeting. Apologies for absence were received from Kate Allsop, John Robinson, David Overton, Jane Hawksford and Lewis Maskery.

ACTION by whom	DATE by when

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

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**17.88 MINUTES OF THE MEETING HELD ON 21<sup>ST</sup> SEPTEMBER 2017**

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 21<sup>st</sup> September 2017.

There were no matters arising.

**17.89 ACTION PROGRESS REPORT**

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

**17.90 PRESENTATION BY CARE AND EDUCATION SCHOOL OF LEARNING**

Jackie Pugh provided a presentation setting out the current position in relation to the Care and Education School of Learning. Key matters noted were:

1) Context

- Health and Social Care provision is a total of 211 learners
- Early years is a total of 197 learners
- Foundation Studies is a total of 248 learners,
- Making a total community number of 1284 (for the 16/17 academic year)
- Total study programme/adult learners are 656
- Total staff (excluding community tutors) is 49
- This is one of the largest schools in the College, particularly in relation to 16-18 cohort. And in addition to this, the School also provides community provision

2) 16/17 performance

a) Early Years

- The overall SAR grade is a 2 with mostly grades 1s sitting underneath this, save for teaching learning and assessment
- In terms of headline performance there is a general trend of improvement across all areas including qualifications, retention, progress and destinations.
- In terms of positive destinations the 15/16 actual was 83% (the national average was 88%). The intended position for 16/17 is 94% and there is strong hope that the high intended position will turn in to an improved actual position, however the data for this is not yet available.

b) Foundation studies

- The overall SAR grade is a 2 with some outstanding features seen sitting underneath this.

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- Again in terms of qualification and retention there are positive trends seen with all areas improved
  - Actual destinations is a key area for development. The actual position in 15/16 was 77% when compared with a national average of 88%. The intended position for 16/17 is 85%, therefore there is clearly work to do in this area.
- c) Health and Social Care
- The overall SAR grade remains at a 3 which is a 'requires improvement' although the Board were asked to note that the position has improved from previous years where there were elements of provision previously deemed as a 4. Personal development, behaviour and welfare and adult learning programmes are considered to be grade 2 good within this provision.
  - In terms of a headline position there are improvements in achievement rates and retention in terms of trend. Progress (new measure) appears to be positive in terms of level 3 year 2 but there is still with work to do at level 3 year 1.
  - In terms of destinations the actual position for 15/16 was 83% when compared with a national average of 88%. The intended position for 16/17 is 95% and therefore there are strong indications that the actual position will be improved.
- d) Maths and English
- There has been an improvement in relation to functional skills.
  - Overall GCSE position for Maths has improved although there is a decrease in high grades.
  - GCSE English position remains static but with a slightly improved high grades position.
  - The Board were reminded that the College enrolled many more students in 16/17 than in prior years including grade E students. It is accepted that there is still more work to do in this area.
- 3) Summary of progress made
- Much improved retention and achievement rates in every curriculum area (both 16-18 and 19+).
  - Early indicators that progression and destinations will be improved.
  - Very good progress made on level 3 courses. Many learners achieved and exceeded their minimum target grade.
- 4) Leadership and management
- Strong leadership at every level
  - Rigorous systems for monitoring performance
  - Highly effective use of QIP to drive improvement
  - Good performance management of staff
  - Good bespoke staff development.

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- 5) Current position
  - 115% achieved target for 16-18 year olds
  - Learning walks demonstrate high expectations early in the year
  - Maths and English staff now part of the curriculum teams
  - Retention currently 100% (pre 42 days)
  - Highly dedicated and committed staff team.
  
- 6) Focus for 17/18
  - Further develop teaching, learning and assessment
  - Build on improvements made and continue the journey to outstanding for all three curriculum areas
  - Improve Maths and English
  - Agree a curriculum offer for 18/19 that's demonstrates growth, is fit for purpose and is aligned to the needs of employers.

In considering the presentation the Board asked whether, in terms of destinations, there is analysis undertaken to show whether students progress locally or move outside the area. Jackie Pugh confirmed that this data is available and it was agreed that she would provide this information directly to Lee Radford her link Governor.

Jackie Pugh

November 2017

The Board passed on their congratulations to the team in this area, in terms of the significant improvements seen from the historical grade 4. All agreed that substantial progress had been made in a short space of time. The Board asked for a view on how these improvements have been achieved. Jackie Pugh indicated that it was as a result of good communication, staff 'buy in' to improvements and making sure that students are placed at the heart of every decision made. She confirmed that there is robust monitoring and tracking in place and that where necessary there are difficult conversations with staff and students as required. She expressed the view that there needs to be faith at every level so as to provide appropriate secure autonomy. She is firmly of the view that all staff understand that everyone is on the same journey.

(Jackie Pugh left the meeting at 5.20 pm.)

**17.91 PEOPLE REPORT FOR 2016/17**

The Vice Principal: Human Resources and Organisational Development introduced her presentation and a number of key items were noted:

- 1) Overview
  - 2016/17 saw a difficult start to the year
  - 41 staff were placed at risk in the autumn term. There were curriculum changes, which with hindsight did not go as smoothly as they could have
  - There have been challenging HR cases throughout the year

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- Ongoing recruitment difficulties particularly in some subject specific areas
- Further change programme in the summer.

However that being said, there is clear evidence of staff working together including:

- Strong leadership and management
- Leadership at every level
- Resilience
- Evidence of the impact of strategies and interventions introduced. She confirmed that the Ofsted inspection was one example where everyone really pulled together as a team.

(John Holford joined the meeting at 5.25 pm)

She confirmed that the College continues to see staff shine and there is clear evidence of providing an internal talent pool, including:

- From Tutor to Learning Consultant
- From Team Leader to Head of QTLP
- Two Heads of School promoted to the Executive team
- Continued progression for apprentices
- Successful appointment of safeguarding officer.

2) Cultivating a healthy workforce

- Total absence closed at 3.8% - she explained that absence was slightly up on the prior year position but was more to do with long term rather than short term sickness. She provided assurance that short term sickness is well managed.
- Some complex health cases with extended absence
- Increase in cases of and time lost to mental health issues
- MSD increase in people absent and time lost – she provided assurance that there were no particular patterns relating to absences resulting from mental health and muscular skeletal diseases.

3) Next steps

- The College is in its final year of its 3 year strategy. There will be continued implementation of the People Strategy 2015-18 with a focus on:
  - workforce development through the apprenticeship standards
  - retention
  - health and wellbeing.

AGREED: to note the content of the update provided.

**17.92 PRINCIPAL'S REPORT**

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

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- 1) Institutes of Technology – she described this as ‘very early days yet’ but assured the Board that the College was fully engaged and participating in developments in this area.
- 2) Enrolment and retention – as at today’s date there are 2661 16-18 students enrolled against a plan of 2786. For HE there are 363 students against a plan of 372, although there are 10 planned enrolments in January 2018. 19 + students, there are 366 against a plan of 372. The College has seen some withdrawals, however not as significant as the prior year position although still higher than staff would want them to be. In terms of 16-18 numbers the target cannot now be hit, this is because of withdrawals erosion. The Board were advised that the College has seen 212 16-18 year old withdrawals. The Principal confirmed that she is personally looking at the position for every single student on an individual basis in terms of the reason for withdrawal. This is a withdrawal rate of just under 8% with a financial impact of nearly £1 million. The impact will be seen in the 18/19 allocation not the 17/18 funding position this year.
- 3) Apprenticeship update – the data shows that the number of apprenticeships enrolled is significantly behind plan.
  - a) The August position is 91 actuals on the system with 4 pending, this is against a plan of 293.
  - b) The September position is 1 or 2 individuals on the system with 68 pending against a plan of 268.
  - c) For October there are 3 on the system and 115 pending against a planned number of 223.

These figures mean that at best the provision can hit 52% of cumulative target for the first quarter. This is a concern and there needs to be an understanding as to whether or not unrealistic and ambitious targets were set. On this performance, at best, the College will achieve 50-52% of target. The target set for the year was £6.4 million and therefore the financial implications of only achieving 50% are significant. The College is able to reduce costs relating to this provision but there is a lot of work to be done college wide to rebase the forecast to respond to the failure to recruit apprentices to target.

The Board were advised that poor recruitment numbers are a national issue, with the sector seeing new start recruitment down by 60% because of new system changes. The Principal explained that the College has always been extremely ambitious in terms of its direct delivery, however from the statistics it is clear that the College is not where it needs to be. She advised that the actual number of apprentices has not gone down but the College has not seen the growth planned. The College has always been able to buck the national trend but not on this occasion.

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

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**Q** The Board questioned the reasons for the national downturn and it was explained that employers are simply not clear in terms of the levy processes and decisions to be made. There is also a delay in employers completing the paperwork now as it is more time consuming and complex, often involving employers taking legal advice.

As an overall observation the Principal indicated that internal processes and paperwork have let the team down. The process is far too complicated and it is not easy to gather the information required the first time around. It was explained that this in part is based upon policy decisions from the department.

In addition, employers with 50+ employees have to make a 10% compulsory fee contribution and this is putting some employers off. There is very definitely a change in culture for employers where they now have to pay where as previously grants were available.

- 4) Equality and Diversity – it was confirmed that the Standards Committee received a comprehensive report with good progress noted. A slightly revised equality scheme for 17-20 was approved. Throughout 16/17 the College received a total of 6 equality and diversity related issues.
- 5) Safeguarding – 17/18 start of the year is following the trend seen previously in terms of an increasing number of referrals. There is a significant increase which shows no sign of levelling out. Particularly there has been a significant increase in referrals for mental health issues, more so in terms of students declaring this as an issue when they join the College rather than it becoming apparent after they have enrolled and started their course. There is greater staff awareness regarding this issue and also an increased level of self-declarations.

AGREED: to note the content of the update provided.

**17.93 HE STRATEGY UPDATE**

The Principal advised that the strategy presented today was in principle only. She still believes that there is further work to do, particularly regarding the underpinning action plan which needs more detail. The targets set are certainly stretching and the Principal indicated that she needs more certainty regarding how the proposed growth and numbers will be achieved. It was confirmed that a further update to the proposed strategy and action plan would be presented to the next meeting.

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**17.94 HE ANNUAL PROVIDER ASSURANCE STATEMENT FOR 2016/17**

The Director for Learning and Innovation introduced this item and confirmed that this is an annual declaration process.

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He specifically drew Governors attention to section 2 of the written report which details in full how assurance is provided to the Corporation Board.

AGREED:

- a) to note the content of the update provided,
- b) authorise the signing of the assurance statement,
- c) nominate the Chair of the Standards Committee to take part in any follow up discussions if required by HEFCE.

**17.95 SUMMARY FROM THE COMMITTEE CHAIRS**

Reports were presented from the Finance and Resources Committee Chairman and Standards Committee Chairman. The Board all agreed that the reports presented were self-explanatory and there were no points of clarification requested.

AGREED: to note the content of the reports provided.

The Board were also asked to approve the recommendation from the Finance, Resources and Estates Committee that the Standing Orders considered and approved at the meeting be endorsed and ratified at the Board.

AGREED: to approve the Standing Orders as presented and available on the portal.

**17.96 REVIEW OF CONFIDENTIAL MINUTES 2016/17**

The Clerk introduced this item and reminded the Board that this is an annual process. Her report sets out recommendations for release and where items should remain confidential. The Board all agreed that the information provided was self-explanatory and were happy to accept the Clerk's recommendations.

AGREED: to approve the release of confidential minutes as detailed on the report provided.

**17.97 MINUTES OF THE FINANCE, RESOURCES AND ESTATES COMMITTEE MEETING HELD ON 26<sup>TH</sup> SEPTEMBER 2017**

AGREED: to note the content of the minutes provided.

**17.98 MINUTES OF THE STANDARDS COMMITTEE MEETING HELD ON 5<sup>TH</sup> OCTOBER 2017**

AGREED: to note the content of the minutes provided.

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

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**17.99 ANY OTHER BUSINESS**

There were no items of additional business.

**17.100 DATE AND TIME OF NEXT MEETING**

The Clerk reminded that the next scheduled meeting was on 23<sup>rd</sup> November 2017 at 5.00 pm.

**17.101 CONFIDENTIAL ITEMS**

It was agreed that confidential items would be recorded separately.

(Staff and Students left the meeting at 6.00 pm)

Meeting closed at 6.50 pm.

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

Date: