

CANTERBURY COLLEGE

Minutes of the CORPORATION MEETING THURSDAY, 10 DECEMBER 2015 4.00 PM AT CANTERBURY COLLEGE IN ROOM J221

MEMBERSHIP: Colin Carmichael (Chair), Alison Clarke, Paul Barrett, Steve Solly, Barry Brooks, Anne-Marie Nelson, *Bob Jones*, Jeremy Licence, Martyn Rogers, Charlotte Butler, Hugo Fenwick, Penny Williams, Grahame Ward, Danielle Banyai, Alfie Harvey, Vacancy

In attendance: Sharon Hollingsworth, Clerk to the Corporation
Keith Turner – Deputy Principal FE Curriculum and Quality
Adrian Cottrell – Vice Principal Finance & Corporate Services
Angela Tithecott – Assistant Principal, Funding & Performance Review
Lauren Anning – Dean of HE – for Governor Briefing

MINUTES

1235 APOLOGIES NOTED

- i. To note apologies from Bob Jones,

1236 DECLARATION OF INTEREST NOTED

- i. There was no declaration of interest received.

1237 MINUTES OF MEETINGS

- i. The minutes and restricted minutes of the Corporation Meeting held on 22 October 2015 were agreed and signed by the Chair.

1238 MATTERS ARISING

- i. All matters arising had been taken into the agenda

1239 GOVERNOR BRIEFING – QAA OUTCOMES

- i. The presentation delivered by the Dean of Higher Education was received by Members.
- ii. A copy of the presentation is filed with the minutes of the meeting.
- iii. Members were very impressed with the reported outcomes from the QAA visit. Twelve of the original 13 recommendations had been met.
- iv. Revised judgements:
 - The Maintenance of academic standards – Meets UK expectations.
 - The Quality of learning opportunities – Meets UK expectations.
 - Information about higher education provision - Meets UK expectations.
 - The enhancement of learning opportunities - Requires improvement to meet UK expectations.
- v. Publication of the report on the QAA website – 18/12/15.
- vi. Formal meeting between QAA/ HEFCE / CC in early January 2016.
- vii. The Dean reported that a plan is in place to meet the one remaining recommendation. There is an expectation of a further window of 16 weeks to achieve the final judgement.
- viii. A follow-up review will take place either in the form of another visit or a desk-based review of progress.
- ix. Final report and recommendation to the QAA Board in the summer term 2016.
- x. The Board expressed their thanks to the Dean and her team for their exceptional work and progress made. The Board were confident that the area will continue to improve.

Corporation Member Penny Williams joined the meeting at this point.

KEY STRATEGIC ITEMS FOR DISCUSSION

1240 Autumn FE Commissioner Letter – Area reviews and the reshaping of the College Sector

- i. The FE Commissioner Letter was received by the Committee and noted.
- ii. A recent communication from the AoC indicates that the College is part of Area Review - wave 5, scheduled to commence in November 2016 and complete in March 2017. The Principal reported that it was an indicative timetable.

- iii. Members acknowledged the College had been scheduled at the end of the Area Review programme and discussed the opportunity that it provides to ensure significant quality improvements are made this year without the distraction of an area review. Members stressed the importance of good progress to ensure the data for this year is as positive as it can be for the College's next Ofsted inspection.
- iv. The Chair, Principal, Vice Chair and the Chair of Quality Committee attended a meeting at East Kent College with their Chair, Principal, Vice Chair, Chair of Audit Committee and Stakeholder Governor to discuss potential collaborative working in respect of provision offered to avoid being in competition and the possibility of sharing back office functions. It was agreed that the two Principals would meet to discuss potential opportunities in more detail, and that a further meeting would take place following this. The Principal was asked to report back to the Board following her meeting with the Principal of EKC.
- v. Members recognised that Canterbury College has set up collaborative working arrangements with Mid Kent College and have become partners in some bids.

1241 Grand Opening of new campus

- i. Principal had met with Governor, Penny Williams to discuss the plan for the Grand Opening of the new campus.
- ii. A two-day (Friday and Saturday) event to be held during April/May is proposed. First day to include an inspirational speaker/ businesses and tours of the College. Second to include, friends and family, local community and 'have a go' activities.
- iii. Governors, Penny Williams and Bob Jones had agreed to work with the College to take the event forward.
- iv. Members were in agreement with the initial plans.
- v. The lack of signage to promote the College was raised as a concern. The Principal advised that there had been restrictions in the past however the team would look into the matter again.

1242 Compact Partnerships

- i. Members discussed the partnerships which the College is progressing in line with the College's student recruitment strategy.
- ii. The following three partnerships were discussed:
 - Barton Court- sharing of resources and students who do not achieve 5 A* will be guaranteed a place at the College.
 - Folkestone Academy – project work, guaranteed progression and access programmes
 - St Stephen's School - keen to establish relationships in respect of their final year 6 pupils, such as Health Fairs at the College.
 - Spires Academy – 16 -18 progression to the college.
- iii. Members welcomed the partnership links with the schools and were complimentary about the good ideas coming through.

IMPROVING TEACHING AND LEARNING AND THE LEARNER EXPERIENCE

1243 Chair of Quality Committee verbal update and minutes of the Quality Committee

- i. The minutes from the Quality Committee meeting of the 7th December were presented for approval.
- ii. The Chair explained that the format of reporting in respect of Further Education to the Quality Committee has been rationalised to enable the Committee to deep dive into areas of interest.
- iii. The Chair reiterated the successful outcomes from the QAA visit and reported that the Committee had been delighted with the advancements made. The Committee was satisfied with the current progress reported to them by the Dean on the 7th December and explained that a plan was in place to meet the one remaining QAA recommendation in January 2016. There were no HE complaints to report.
- iv. The Chair reported disappointing Success rates for 2014/15, which had dropped from the previous year.
- v. The College anticipates that there has been a national drop given the introduction of study programmes and requirements for English and maths. It was reported that a proper update in terms of like for like data against national data will be presented as soon as possible.
- vi. Overall success rates for Basic Skills Maths and English for the 16 – 18 year old age group are at 59.3%, this is a decline on the previous year at 92.0%, compared to a target of 94.5%. The College anticipates a decline nationally. Board Members raised concern that English and maths is still a key issue given the expenditure last year and reiterated the need to get it right.
- vii. The Deputy Principal advised that there had been a reduction in early student drop-outs which has led to improvements in retention which is positively stabilising attendance figures and as a result the College has seen an improvement of 12% in English and 13% in maths attendance.
- viii. The Chair explained that data is an ongoing issue particularly in the areas of Computing, Hair and Beauty and Motor Vehicle.

- ix. The Link Governor for Motor Vehicle reported disappointing observations from his recent visit to the area. Equipment was very old, the environment did not reflect a positive learning environment and students did not look engaged. There was further concern that students' learning would not be sufficient to enable them to progress into the industry.
- x. The Board recognised that the data for Motor Vehicle (MV) had not been good for some time and noted that the area is under significant pressure to turn it around this year. The Board also acknowledged that the area needs a substantial amount of investment given that the motor industry has changed. Members of the Quality Committee explained that destination data for MV is due to be presented to the Committee at their next meeting for interrogation. The Principal reported that she had met with all MV staff to express clearly the key matters of concern and the expectations of the department and learner outcomes.
- xi. The Quality Committee had been impressed with the newly introduced performance boards by the Deputy Principal and his team to take a root and branch review of academic areas that present concerns with performance. Construction, Motor Vehicle and Hair and Beauty are currently being taken through the process.

1244 Performance against plan and key targets

- i. The College performance against plan for 2014/15 and the performance to date for 2015/16 was noted.
- ii. In view of the final 2014/15 success, retention and achievement data, the College has self-assessed itself as:
 - Effectiveness of Leadership and Management – Requires Improvement
 - Quality of Teaching, Learning and Assessment – Requires Improvement
 - Outcomes for Learners – Requires Improvement
 - Overall Effectiveness – Requires Improvement
- iii. Good progress had been made in terms of overall success rate for apprenticeships in 2014/15.
- iv. Maths and English remains a real challenge.
- v. The Deputy Principal reported some early positive signs of improvement; Teaching and Learning and Assessment for the current year is up and is at 89.0% good or better compared to 75% at the same time last year. Attendance has moved up some 5-10% when compared to the same point last year.
- vi. All of the College targets are incorporated into the Development and Quality Improvement Plans. The Plans are aligned to the College Strategic Plan and they will remain 'live' documents throughout the year for staff teams to use.

RESOLVED

- i. The Board approved the College's Development and Quality Improvement Plans for 2015/16.

Corporation Member Anne-Marie Nelson joined the meeting at this point.

1245 Business Development Update

- i. Members were satisfied with the update detailing the progress made by the Business Development Directorate and the priorities for the continued development.

1246 Safeguarding Update

- i. Members discussed the rise in the mental health concerns reported. Members learnt that the rise reflected the unmet need in the local areas as mental health services continue to decline and support is scarce and not timely. The recent BBC article 'Heads 'calling 999 over mental health' was noted.
- ii. In response to the growing concern, the College is organising resilience training going forward to enable the College to provide immediate support to young people suffering from mental health issues.

1247 Governors verbal feedback from link Governor visits

- i. Hugo Fenwick had met with Amanda Fordham, Assistant Principal, in respect of the Hair and Beauty Section.
- ii. Members recognised that the quality of management and teaching had been very low.
- iii. Measures to transform the section and their impact were evident during the visit. Disciplinary action is being taken in respect of low performance.

1248 Chair of SU Committee verbal summary update and minutes of the SU Consultation Committee

- i. The Board received a verbal overview of key information from the Chair of the SU Committee and approved the minutes of the SU Consultation Committee meeting held on 5 June 2015.

HE UPDATE

1249 Higher Education Update Report

- i. The update report was received by the Board.
- ii. Members were satisfied with the verbal update provided by the Chair of the Quality Committee under minute number: 1243 above, and in addition the presentation delivered by the Dean of Higher Education prior to the meeting.

FINANCIAL MATTERS

1250 Audit Committee Minutes – 22 September 2015

RESOLVED

- i. The Board received and approved the minutes of the Audit Committee held on 22 September 2015.

1251 Annual Report of the Audit Committee to the Corporation and Accounting Officer

- i. The Annual report of the Audit Committee was received by the Board.
- ii. The Chair of Audit Committee confirmed there were no issues to report and there were no concerns raised by the Board.

RESOLVED

- i. The Board was approved the 2014-15 Annual Report of the Audit Committee.

1252 External Auditors report, Annual Accounts and Management Letter 14/15

- i. The contents of the management letter and financial statements report on the twelve months to 31st July 2015 was received and noted by the Board.
- ii. The external auditor, Macintyre Hudson, had undertaken a statutory audit of the financial statements having undertaken a visit to the College in the week commencing 21st September 2015.
- iii. The management letter includes a summary review of the financial statements and makes comment on the financial position of the College. The letter raised no key audit observations arising from their review of internal controls.
- iv. All the figures in the Income and Expenditure Account and Balance Sheet are audited figures, subject to any final necessary adjustments.
- v. Members noted the 'Provisions' in the year end accounts and acknowledged that it was useful to have them laid out for the Corporation to review.
- vi. The Chair of the Audit Committee reported that the Audit Committee is satisfied with the College's reported Financial position and recommends their approval of the College's Management Letter and Financial Statements.

RESOLVED

- i. The Board approved the financial statements for the year ended 31 July 2015.
- ii. The Board approved the letter of representation to the financial statements auditor.
- iii. The Board authorised the Chair and Principal to sign both the financial statements and the letter of representation.

1253 Management Accounts to October 2015

- i. Members noted an operating deficit of £257k against a budgeted deficit of £368k.
- ii. The VP Finance reported that the College is broadly on track to get spending down to a budgeted level.
- iii. The cash flows are particularly challenging for the period to April 2016. The VP anticipates grant funding coming in and in addition the College will make full use of its revolving loan facility with Barclays.
- iv. Members discussed the current volume of unpaid invoices totalling £1 million and questioned if the VP had a Plan B, should the anticipated grant funding and request for additional funds from Barclays should not come to fruition. Members expressed serious concern as they discussed the vulnerable position of the College going forward.
- v. Income is in line with the budget, but there are pressures on expenditure. Members were told that complete tight control of expenditure is being undertaken.
- vi. The major variances in regard to income and expenditure were noted by Members.
- vii. Members reviewed the balance sheet and noted the College's weakened financial position largely as a result of the construction of Block 18.

1254 Assurance on Corporate Governance and Internal Controls

- i. The VP advised that the Accounting Officer and Corporation are, under JACOP and the Regulator's (SFA) prescribed Accounting Direction, required to assure themselves of the effectiveness of corporate governance and of the College's internal controls and to provide assurance through self-certification within the approved financial statements for the year.
- ii. Members received an assurance matrix that had been created to record how assurance has been gained against key areas of governance and control and what level of assurance had been attained.
- iii. Members agreed that they were satisfied with the reported assurance levels.

RESOLVED

- i. The Board approved the statement of corporate governance and internal controls within the financial statements and authorised the Accounting Officer and Chair to sign that statement.

1255 Students' Union Accounts

- i. For 2014-2015 the Students' Union has recorded a surplus of £11,006 (2014: £1.362 surplus).
- ii. The Students' Union had reserves carried forward of £23,304.
- iii. A provisional budget has been set of £38,069 (2014-15: £38,069) for the current year 2015/16. This represents a zero increase from the previous year. This is in line with other direct teaching cost budgets.

RESOLVED

- i. The Board approved the accounts of the Student Union for the year ended 31st July 2015.

Corporation Member Paul Barrett left the meeting at this point.

1256 Funding Body Financial Assurance

- plan
- i. Members noted that the College's regulator, the Skills Funding Agency (SFA) has reviewed the financial submitted by the College.
 - ii. The SFA had confirmed the College's underlying financial health grade is Satisfactory.
 - iii. The College is asked by the SFA to model for potential delays in the disposal of assets (Abbotts House) and for reductions in grant funding from the Skills Funding Agency and Education Funding Agency and in respect of ESF funding.
 - iv. The SFA have requested that a copy of the College's monthly management accounts are provided to them by the 20th of each month to enable the SFA to monitor the college's financial position going forward.
 - v. Members noted the letter sent by the Skills Funding Agency includes a financial dashboard and other KPIs to assist the College.
 - vi. The VP Finance assured the Board that he was undertaking close monitoring of the College finances and advised that he is preparing a financial strategy that will set out the means by which the College will return to sound financial health within an acceptable timescale.

RESOLVED

- i. The VP Finance to submit management accounts to both the Skills Funding Agency and members of the College's Audit Committee by 20th of each month.
- ii. The VP was asked to provide further details following the Autumn Statement and how it affects the financial position of the College.

1257 Income Generation Update

- i. The VP Finance provided an update on income generation.
- ii. The College faces a significant reduction in its grant funding allocations for 2015- 2016. These reductions amount to £2.6 million
- iii. Additional income generated up to November 2015 was noted.
- iv. Apprenticeship growth funding is on track.
- v. Members discussed the importance of fully utilising Block 18 for lettings and holding events from the beginning of the new term. The sport's hall is already taking bookings.

1258 Draft Financial Strategy

- i. The draft financial strategy was received by Members.

- ii. Members recognised that the College faces an immediate financial challenge for 2015-2016 and had set a budget to meet that challenge. However, further funding body grant cuts and changes of funding direction create continuing challenges.
- ii. Members reviewed the draft financial strategy document and agreed that more time would be required to examine the plan more thoroughly.

RESOLVED

- i. The VP to present the draft financial strategy at the next Board meeting.

CAPITAL PROJECT

1259 Capital Project Update (Restricted)

GOVERNANCE MATTERS

1260 Chair of Search & Governance Committee verbal summary update and Minutes / recommendations of the Search and Governance Committee

- i. The Chair of the Search and Governance Committee provided an overview from the last Committee meeting held on 3 November.
- ii. Members received the draft minutes from the Committee meeting and were satisfied with the recommendations presented
- iii. Members considered the reappointment of Hugh Summerfield as co-opted Member of the Audit Committee. Search Committee members agreed that Hugh complements the skills, knowledge and experience of the Audit Committee well.

RESOLVED

- i. The Board approved the minutes and recommendations of the Search and Governance Committee of 3 November 2015.
- ii. Hugh Summerfield to be offered re-appointment as co-opted Member of the Audit Committee for a term of three years.

1261 Governor Attendance 14/15

- i. Overall, attendance during 2014/15 has been quite good with a Corporation Board Meeting attendance rate of 76% which includes two special Corporation meetings. The average Committee attendance rate was 86.3%. All meetings held in the last year were quorate.
- ii. The overall average attendance is 81.38%, which indicates a decrease when compared to 84.28% last year.
- iii. The average attendance for FE Colleges (of 130 colleges surveyed) is 79.52% with a range of 65.14% to 93.75%.
- iv. The Clerk will provide an in-year attendance update to the Search and Governance Committee in March 2016 to enable more regular monitoring.

1262 Training & Development Update

- i. The Clerk had successfully bid for a repeat visit from the National Leader of Governance funded service. Jo Matthews has been secured once again to work with the College over two sessions.
- ii. The first session will be an observation of the Board meeting on 4th February. The second session is likely to include reflective practice and discussion relating to the observed Board meeting.
- iii. Members were reminded to complete the online PREVENT training.
- iv. Member's attendance at CPD events was noted.

1263 Risk Management Update

- i. There were no significant Risk Management concerns arising from the College and Capital Project Risk Registers.
- ii. A new section under Risk 2 (teaching, learning & assessment falls below good or better) will be added in respect of Learning Support in line with the new Ofsted Framework.
- iii. A new risk will be added under Risk 7 (poor governance and strategic management) to address the current risks associated with Local Area reviews.
- iv. The Audit Committee is satisfied with the planned actions of the Risk Management Group to control and mitigate risks.

1264 Restricted Papers

- i. The report on restricted papers was noted.

1265 Policies and Key Documents

- i. The Board approved the presented ILT Strategy.

CORPORATION STRATEGIC REVIEW EVENTS

1266 Issues to be taken forward at forthcoming Strategy Sessions

- i. To be agreed nearer the time of the next session.

1267 Dates of Corporation Strategy Sessions

- i. The dates of the forthcoming Corporation Strategy sessions were noted.
- ii. The Clerk to confirm time of the sessions to Members.

1268 DATE OF THE NEXT MEETING

- i. The next Corporation Meeting is scheduled to take place on Thursday, 4 February 2016 at 4pm in J221.

**1269 EVALUATION OF THE MEETING
NOTED**

- i. Members completed the evaluation of the meeting and returned them to the Clerk.