

CANTERBURY COLLEGE

**Minutes of the CORPORATION MEETING
THURSDAY, 6 DECEMBER 2012
5.30 PM AT CANTERBURY COLLEGE IN ROOM J221**

MEMBERSHIP: Paul Barrett, Alison Clarke, Colin Carmichael, Julie Pearce, *Anne-Marie Nelson*, Ian Odgers, Angela Tithecott, Vacancy, Vacancy, Vacancy, Barry Brooks, Hugo Fenwick, Penny Williams, Grahame Ward, Bob Jones, Steve Solly

In attendance: Sharon Hollingsworth, Clerk to the Corporation
Adrian Cottrell – Director of Finance & Corporate Services

Visitors: Chris Harvey, Josh Rowlands, Harry Fox

Governor Briefing: Chris Piper, Senior Adviser, Young People's Directorate, EFA

MINUTES

The Corporation welcomed Chris Harvey, Josh Rowlands and Harry Fox to the meeting.

**1040 APOLOGIES
NOTED**

- i. Apologies were received from Anne-Marie Nelson.

1041 DECLARATION OF INTEREST

- i. Ian Odgers declared his interest as a partner of Odgers Berndtson in regard to the appointment of the Vice (Deputy) Principal FE Curriculum and Quality.
- ii. Grahame Ward declared his interest as a trustee of Creative Foundation in regard to point 11, K College update in the Chief Executive Report.
- ii. Angela Tithecott and Chris Harvey declared their interest in regard to the point 21, Christmas Opening in the Chief Executive report.
- iii. Josh Rowlands and Harry Fox declared an interest in the Student Union Budget item.

1042 MINUTES OF MEETINGS

- i. The Minutes of the Corporation meeting held on 2 July 2012 were agreed as an accurate record and signed by the Chair.

1043 MATTERS ARISING

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

**1044 GOVERNOR BRIEFING – DEVELOPMENTS RELATING TO EDUCATION FUNDING
NOTED**

- i. A copy of the presentation is filed with these minutes.
- ii. Key paragraphs from the Chancellor's autumn statement were noted from the hand-out provided by Chris Piper. A copy of the hand-out is filed with these minutes.
- iii. The situation in regard to Participation and Achievement was noted.
- iv. The Wolfe report highlighted the need for coherent study programmes post-16.
- v. High quality work experience will be essential.
- vi. The changes around funding with support Raising Participation Age (RPA) and study programmes.
- vii. Corporation Members noted that full time education (at least 540 hours), home education, apprenticeship and full time work, including at least 280 hours of education, counted as participation.
- viii. Study programmes apply to all 16-19 years olds. Students will take either an academic programme or a substantial vocational qualification, work experience, GCSE English and Maths at grade C. Students unable to study a substantial qualification will take a programme of work experience and continue to develop their numeracy and literacy skills.
- ix. 16-19 education funding will be allocated by student, not by qualification.
- x. The new 16-19 funding formula was noted.

- xi. Members noted the high cost of Adult Learning Skills (ALS); first £6000 from Education Funding Agency plus top up funding from the Local Authority, which started in September this year.
- xii. A formula of protection funding had been built into the new funding policy.
- xiii. The Ten Key Challenges for FE were noted.
- xiv. Members' challenged the RPA agenda and that it appears to undermine the work, for example, of the Careers service.
- xv. Members questioned the relationship between the Local Authority and Colleges. Members noted that there will be a level playing field in regard to funding.
- xvi. Members noted that the two week programmes of study have been removed.
- xvii. Colleges need to look at what is really needed, for example looking at the four flexibilities; Youth contract, European Social Fund programme, Foundation Learning, Market Entry Strategies.
- xviii. Further guidance will be issued during December 2012 in regard to the design of programmes.
- xix. Members agreed that further review will be taken forward at the Governors Strategy Day in April 2013.
- xx. Chris Piper was thanked for his helpful presentation in regard to the 'Developments relating to Education Funding'.

RESOLVED

- i. The presentation was received and noted by the Corporation.
- ii. Further review will take place at the Governors Strategy Day in April 2013.

1045 CHIEF EXECUTIVE'S REPORT (UNRESTRICTED) NOTED

PROGRESS IN ACHIEVING THE COLLEGE MISSION

Leadership & Management

- i. The following appointments have been made since the last meeting:
 - Interim Vice Principal FE Curriculum and Quality
 - Assistant Principal – Teaching and Learning Improvement
 - HR Director
 - Temporary Head of Faculty for Health, Social Care, Early Years and Public Services
 - Temporary Head of Faculty Engineering and Construction
- ii. All senior management posts are fully staffed enabling the College to take forward initiatives in a consistent way across the College.
- iii. Odgers Berndtson was appointed to take forward the recruitment of the Vice Principal. Interviews took place on 5 and 6 December 2012, it is recommended that Katy Quinn is appointed to the role of Vice (Deputy) Principal.

HR and Staff Development Initiatives

- i. The HR Director has reviewed the structure and organisation of the HR department and is currently implementing a more appropriate structure, ethos and systematic approach to work.
- ii. Employment contracts have been amended to state clearly the standard of teaching and learning required and new appointments receive detailed information on the new arrangements.
- iii. A revised Teaching and Learning Observation Policy has been piloted prior to implementation during the current academic year.
- iv. All teaching staff graded as 4 (Inadequate) have had specific performance management intervention.
- v. A range of training sessions centred on performance management to help build the capacity of middle managers have been developed.
- vi. Designated staff development budget has been given to each Directorate to enable immediate action to be taken in regard to staff development needs.
- vii. The annual staff conference in October this year focused on the four key areas identified by Ofsted for development:

- Active inspirational teaching and learning
- Student feedback
- Targeting setting
- ILT/use of Technology

Teaching & Learning Developments

- i. A key priority for the College is to improve the teaching and learning and Corporation members discussed the key ways of taking this essential priority forward;
 - More focused staff development on teaching and learning
 - New Coaching Scheme
 - More focused pay incentive scheme
- ii. Staff Development Initiatives such as 'Share your Skills' days training days have been extremely successful. The central theme is to enhance and enrich staff will skills and knowledge to improve teaching and learning and staff feedback has been positive and Section Areas have produced action plans to take the training forward. The next event is planned for February 2013.
- iii. The Students' Union has also been involved in providing vital feedback on the learning experience.
- iv. Corporation Members discussed the impact of the teaching and learning developments and noted that the proportion of teaching and learning at the time of the report is at good or better at 83.7%. Members' noted that this is a very strong improvement upon the year end profile for 2010/11 at 64.8%.
- v. Grades on teaching and learning are linked to the long success rates.
- vi. Members commented that staff were generally much more motivated in regard to the over year observation grading.
- vii. Members' asked for assurance that the observation process being undertaken ensures impartiality. Members were advised that both internal and external observations are carried out; section managers will carry out internal observations outside of their area of work. Re-observations are carried out by the Advanced Practitioners", additional data is also sought, for example Ofsted data in regard to learners' impact and student data. Members' noted that it will be important to make certain that the process is impartial especially in regard to introducing a Performance Related Pay scheme.
- viii. Further actions to help improve teaching, learning and assessment were noted.
- ix. A new role of teaching coach will be created, open to Grade one Lecturers. Coaches will receive remission from their teaching hours amounting to 108 hours per annum.
- x. Coaches will be recompensed by means of an allowance to the value of £4,000 per annum and they will be required to maintain Grade One observation status. It is estimated that the overall cost of implementation will be in the region of £298,000.
- xi. Members noted that clear roles and responsibilities for coaches would need to be developed to ensure that coaches are not dis-advantaged in terms of a Performance Related Pay Scheme.
- xii. Members noted the College's proposal to work towards updating the current pay structure, in particular the proposal that the main lecturer grade is split into two to form an unqualified and a qualified pay level.
- xiii. Members were unclear in regard to the Co-ordinators salary range; the Principal confirmed this would be an area for future review.

PERFORMANCE AGAINST PLAN 2011/12

Student Numbers

- i. Members noted that it had been a successful year.
- ii. The College had achieved all targets for both 16-18 and Adult Skills funding streams. This has placed the College in the strongest position going forward for future funding allocations.
- iii. Members congratulated the College on its achievements in particular the over achievement which is outstanding.
- iv. The Principal advised that monitoring learners that withdraw or transfer will be extremely important going forward especially in terms of funding going forward. K College was reported to have lost 20% of its learners in the first six weeks of the academic year, with a corresponding loss of funding.

- v. Members noted that the College was undertaking a number of initiatives to reduce learner withdrawals and transfers.
- vi. Members questioned whether the Student Union could become involved at the exit stage of learners, however recognised that it would be difficult given SU duties and pressures of college work, most SU officers are on full time courses.

Funding

- i. The position on 2011/12 Funding was noted.

Student Success, Retention & Achievement

- i. The overall success rate for the College has increased by 1.4% to 84.5% in 2011/12.
- ii. There has been a 2.1% improvement in Long duration qualifications.
- iii. Members discussed the issue of not achieving the Level 3 Long 16-18 targets and noted that it needs to be a key focus going forward.
- iv. AS Level results were not good, those poor performing areas have been withdrawn from the College offer and some AS level subjects have been replaced with alternative Level 3 Certificates.
- v. Functional Skills had seen a disappointing decline in success with a rate of 61.6% for all ages. English had seen the greatest decline.
- vi. Members commented that learners are slowly beginning to realise that without both English and Maths they will not be able to progress with their studies, for example at universities. Members noted that Tribal group are introducing alternative qualifications in regard to English and Maths to build up people's confidence in this area.
- vii. The College is currently looking at a 'grow your own' scheme in regard to English and Maths lecturers.

Self-Assessment Report

- i. The Self Assessment report was noted.
- ii. Corporation members noted that the Senior Management Team graded the College overall as follows:
 - Overall effectiveness 3
 - Outcomes for Learners 3
 - Quality of Teaching, Learning and Assessment 3
 - Leadership and Management 3
- iii. The Quality Committee moderated the above grades at their meeting on 26th November 2012.
- iv. Members noted that grade 3 means 'requires to be improved'

Student Recruitment Against Plan 12/13

- i. Members noted the update report on the current year.
- ii. The College received an increased allocation for 16-18 learner numbers based on a successful September recruitment period in 2011/12.
- iii. The initial enrolment period at the beginning of 2012/13 was not strong, however response a number of actions were taken and at the time of the report it is anticipated that the target will be achieved.
- iv. Adult numbers have been strong. There have been an additional 118 full-time learners enrol compared to 2011/12 and part-time enrolments has more than doubled.

Study Programmes

- i. This item was covered in the Governors briefing, item number: 1044.
- ii. Further review will be taken forward at the Corporation Strategy Day on 23rd April 2013.
- iii. Members noted that there would be big challenges in regard to GCSE Maths and English for the College. The College will need to look at how we staff this area in the future.
- iv. The College is already doing some excellent work experience activities, such as Christmas cards for 'Paperchase'. At present the College is unsure if this type of activity will count towards work experience in regard to study programmes.

16-19 Year Old Teaching for 2013/14

- i. Members noted that the changes in funding arrangements for 16-19 year old provision for 2012/13 was covered within the Governors briefing from Chris Piper, item number; 1044.
- ii. The summary report was noted.

Penny Williams left the meeting at this point.

KCC Draft 14-24 Learning, Employment & Skills Strategy

- i. The KCC Draft 14-24 Learning, Employment and skills Strategy was noted.

Development Targets 2012/13

- i. The Development targets and plans for 2012/13 were reviewed and noted.

COLLEGE FINANCES

Annual Report of the Audit Committee

- i. Corporation members noted the recommended Annual Report of the Audit Committee.

College Accounts for 12 months to July 2012

- i. There was an operating surplus of £2,311k against a budgeted surplus of £1,311k for the year ended 31 July 2012.
- ii. The major variances in regard to income and expenditure were noted by Members.
- iii. The College exceeded its funding allocation for 16-18 classroom provision in terms of learners.
- iv. The College anticipates that it will receive an additional £10,000 as the final return in regard to the Adult Skills Budget.
- v. The Skills Funding Agency has informed the College that it is likely to receive an additional £260,000 of funding for its over-delivery of 16-18 apprenticeships.
- vi. In regard to the Summary Budget Sheet, Members questioned why Fixed assets were down on the budgeted figure. Member noted a difference of £7,112. The Finance Director advised that it was likely due to the demolition of Herring block. The Chair asked the Finance Director to check and clarify the position to Members. *[This position is that the budget Balance Sheet was drawn up prior to the determination of a detailed cashflow for Block 17. Construction costs of £8 million were provisionally allocated to 2011-12. However, only £0.9 million was actually spent in that year.]*

External Audit Report, Accounts and Management Letter

- i. Members reviewed the External Audit Report, Accounts and Management Letter.
- ii. The Financial statements are prepared using the accounting policies prescribed by the Skills Funding Agency.
- iii. The External Auditors undertook a statutory audit of the financial statements in September 2012.
- iv. At the time of the report the Finance Director is awaiting final confirmation from the Skills Funding Agency before sign off.
- v. In regard to the Management Letter, there were no key audit observations arising from the Audit committees' review of internal controls.
- vi. Members noted that the External Auditors are happy to sign off the accounts.
- vii. The Chair of the Audit Committee was concerned that parts of the Report and Financial Statements for the year ended 31 July 2012 was not up to date. The Chair asked the Chair of the Audit Committee and the Finance Director to review and reword where necessary, prior to being signed off by the Principal and Chairman. *[The note has been duly amended.]*

College Accounts to September 2012

- i. Members noted an operating surplus of £557k against a budgeted surplus of £478k.
- ii. Income was noted
- iii. Members noted that the variation in other fees was mainly due to the discontinuation of pupil referral unit provision (pre16). Corporation members' challenged the College's decision, as there had been some very successful learner outcomes in the past. The Principal advised that these were in the minority, and learners were generally

the most disruptive group in the College. The Finance Director confirmed that whilst the College no longer takes groups of Pre16 learners, the College continues to take Pre 16 learners on an individual basis. Members noted the College considered that the contract was not cost effective.

- iv. The major variances in regard to income and expenditure were noted by Members.
- v. Members reviewed the Balance Sheet and noted the College's strong position.

Students' Union Budget

- i. The Corporation noted the proposed budget of £37,317 for the current year 2012/13 compared to the budget of £36, 948 in 2011/12.

Christmas Opening

- i. The Corporation discussed the closure of the College for the period between Christmas and the New Year and noted that the College had been open the previous year due to decanting.
- ii. The Principal advised that it had been a tough year and staff had worked exceptionally well. Ofsted had been challenging, yet staff had generally embraced a positive attitude and good successes were being achieved.
- iii. It is recommended that the College closes on 27th, 28th and 31st December 2012.
- iv. The Corporation asked for their thanks to be passed onto staff.

Annual Equality & Diversity and Safeguarding Update

- i. Corporation Members noted the Annual Equality & Diversity and Safeguarding update reports.

Annual Health & Safety Report

- i. The information contained in the Annual Health and Safety report was noted.
- ii. The total number of accidents involving students or staff in 2011/12 numbered 165, 33 more than 2010/11, which was mainly due to the increased focus on reporting and logging of all accidents and issues.
- iii. A wide variety of training in regard to Health and Safety has been delivered throughout the College.
- iv. A comprehensive review of all Health and Safety procedures is complete. To date there are 25 new procedures.

Higher Education Update

- i. The update report on Higher Education was noted

International Provision Update

- i. The update report on International Provision was noted

Business Development & Associated Services Update

- i. The update report on Business Development and Associated Services was noted.

RESOLVED

- i. The Corporation approved the appointment of the Vice (Deputy) Principal.
- ii. The revised Teaching & Learning Observation Policy was approved and progress on improving teaching & learning was noted.
- iii. The Corporation approved the Coaching Scheme for Grade 1 Lecturers.
- iv. The modification to the payscale to include the "unqualified teacher scale" was agreed.
- v. The student number end of year position for 11/12 and the end of year funding position were noted.
- vi. The end of year position on student retention, achievement and success was noted.
- v. The Self-Assessment Report was noted and the self-assessment grades agreed.
- vi. The progress for 12/13 student recruitment was noted.
- vii. The Study Programme model for the 13/14 academic year was noted.
- viii. The new funding arrangements for the 13/14 academic year, the shadow allocation and the implications for the College were noted.

- xiii. The Chairman mentioned a system that Canterbury City Council use for their papers with an app available for ipad use. Members also mentioned Sharepoint as an alternative.
- xiv. The Clerk was asked to look into the options further and a number of Corporation Members offered to help pilot an electronic system for Corporation papers.

RESOLVED

- i. The Clerks report was noted.
- ii. The FMCE was noted and the recommended grading approved.
- iii. The Corporation Performance Indicators were agreed and adopted for 2012/13.
- iv. The report on the Governance Self-Assessment exercise was noted.
- v. The Corporation agreed to adopt the first draft Public Value Statement to ensure compliance with the Foundation Code of Governance.
- vi. The recommendations of the Search Committee and the results of the Skills Audit were noted.
- vii. The Minutes of the Sub Committees were approved.
- viii. The Capital Project Risk Plan was approved.
- ix. The Major Risk Register was approved.
- x. The Corporation Member Attendance Report for 2011/12 was noted.
- xi. The Corporation Member Training Record for 2011/12 was noted.
- xii. The Corporation Training Plan and Training Opportunities 2012/13 were noted. Members are asked to confirm any training interest to the Clerk.
- xiii. The Corporation noted the draft 'audit and accountability' annex to the Foundation Code of Governance that is currently being considered by the Skills Funding Agency, the Education Funding Agency, and the FE Auditors' Forum.
- xiv. The Governors' Council and Sector Implementation Group's integrated work plan was noted.
- xv. The AoC College 'Key Facts' 2012 were noted.
- xvi. The report on restricted papers was noted.
- xvii. The use of the College Seal was noted.

1047 DATE OF THE NEXT MEETING

NOTED

- i. The next full Corporation meeting is been scheduled for Thursday, 28 March 2013 commencing at 5.30 pm.

1048 EVALUATION OF THE MEETING

NOTED

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