

Minutes of: CORPORATION
 Date: 14th February 2019
 Time: 5:00pm
 Place: Board Room (L3.13)



Present: Mr S Brand
 Ms M Cook
 Mr P Cook (Principal)
 Mr A Hunt
 Mr M Lynch (Chair)
 Mr I Pursglove
 Mr C Todd (Vice Chair)

In attendance: Ms J Ferguson (Vice Principal, Safeguarding and Pastoral Care)
 Ms R Herbert (Vice Principal, Quality and Curriculum)
 Ms D Reynolds (Vice Principal, Finance and Resources)
 Mrs Y Doherty (Clerk to the Corporation)

18/24 APOLOGIES

Apologies for absence were received from Mr R Jones, Mr M Maffey, Ms L Miervaldis and Ms J Rexworthy.

18/25 DECLARATIONS OF INTEREST

There were no declarations of interest.

18/26 MINUTES FROM THE PREVIOUS MEETING

The minutes of the meeting (circulated, document Feb 19/1) held on 13th December 2018 were considered.

It was **RESOLVED THAT**, the minutes of the meeting held on 13th December 2018 be approved.

18/27 MATTERS ARISING

18/18 [Principal's Report:](#) [19+ Transport](#)

It was confirmed that the families affected needed to follow formal avenues to challenge the position.

18/19 [Strategic Plan:](#) [Devolution of the AEB](#)

It was confirmed that this was being closely monitored, with forward planning having been adjusted.

It was anticipated that there would be a reduced level of income via the WMCA.

It was noted that tendering had begun and that this would be related to growth areas.

It was recognised that there could be differing approaches from the devolved areas.

18/20.5 Financial Statements 2017/18

Confirmation that the accounts had been submitted as required and if there had been any response was queried.

It was confirmed that the accounts had been submitted on time and that a formal response was expected later in the year (possibly May).

APPOINTMENT OF THE CHAIR

Mr Pursglove, Ms Ferguson, Ms Herbert and Ms Reynolds left the meeting.

The Chair reported that there were still vacancies to be filled and work continued towards this.

It was confirmed that, as previously indicated, the Chair would be stepping down from the Board in July (at the expiration of his term of office).

The requirement under the Instrument of Government to appoint a successor from within the membership had been confirmed and processes followed to establish if this would be possible.

Mr Pursglove had expressed an interest in fulfilling the role and had been independently nominated and seconded from within the membership.

Governors discussed the suitability of Mr Pursglove to fulfil the role, after which the appointment of Mr Pursglove was unanimously supported.

It was **RESOLVED THAT** Mr Pursglove be appointed as Chair of the Corporation with effect from 12th July 2019.

18/28 STANDING AGENDA ITEMS

28.1 Principal's Report

The Principal provided a report to members of the Corporation with a brief update on internal and external developments (circulated, document Feb 19/2).

Detail was provided on:

- *Visit of the Department of Education and the ESFA*
- *Work with the University of Birmingham*
- *Industry partners*
- *Rebranding and refurbishment of the residential offer*
- *Aspire provision*

It was confirmed that the work with Birmingham University had taken some time to develop, and that a meeting was scheduled for after half term.

There was discussion of:

- **Developments with industry partners: potential staffing implications and permission for any changes to the College estate.**

The partner in question would provide the staff to support as was the case where this provision had been developed elsewhere.

It had been agreed that any changes to college buildings would be notified to the bank and it was not anticipated that there would be any objections from them.

- **Partnerships with Universities**

Discussions continued with Coventry University, and it would also liaise with Warwick University on any potential developments.

It was **RESOLVED THAT** the Principal's update report be noted and received.

28.2 Student Numbers

The Vice Principal Quality and Curriculum presented a report on the Student Numbers (circulated, document Feb 19/3).

- Current forecast numbers for 2019/20 had increased
- Residential applications had increased from when the report was distributed, and were more than at the same point last year
- The number of total applications was also more than at the same point last year

Discussion points included

- The rate of conversion from application to College place
- Methods for maintaining contact with potential students where interest had been expressed but there might be delays in the process

The processes following application, including where assessments were necessary, were progressed as quickly as possible. Methods of communication had been reviewed and actions implemented such as the Pathway Leaders visiting schools.

It was stated that the improved student numbers position was encouraging.

It was **RESOLVED THAT** the Student Numbers update report be noted and received.

28.3 Data Dashboard 2018/19

The Data Dashboard was considered (circulated, document Feb 19/4).

Discussion points included:

- Decline in 'in-year long retention'
This was attributable to the loss of one learner
- Percentage of staff in support roles observed
The low percentage was attributable to not all scheduled observations having been completed
- Increase in the appraisal completion rate
It was acknowledged that those that remained outstanding (5) were unlikely to be completed.
- Plans to address a recurrence
Plans were in place to address this and the monitoring processes. It was reported that the restructure process had impacted on 2017/18 appraisal completion.
- Any performance issues arising from the appraisals
There were none known

It was **RESOLVED THAT** the Data Dashboard 2018/19 update report be noted and received.

18/29 FINANCE AND RESOURCES

29.1 Monthly Management Accounts

The Vice Principal Finance and Resources presented the Monthly Management Accounts for Month 3 (circulated, document Feb 19/5).

The report detailed the forecast outturn position at month 5 and assumptions about the remainder of the year.

A summary of the position at the end of December was provided.

Detail of key issues included

- The anticipated operating surplus
- The Financial Health Assessment
- Performance against target for other income
- Underspends, with detail provided
- Student numbers
- The cash balance at the end of the period
- Work completed against the capital budget
- Banking covenants being met

Discussion points included:

- **Achievement of the AEB**
Work continued to ensure that this was achieved whilst acknowledging the assumptions made and that it remained a significant risk.
- **Underspend on salaries**
The reasons were understood
- **Pay award**
This had been actioned and the impact included up to month 5
- **Allocation against the Strategic Plan**
There would be spend against this but at this stage the exact amount remained unclear
- **Detailed income and expenditure account - underspends**
This was attributable to the timing of payments
- **Third party income**
This generally consisted of Element 3 funding from the LAs, NHS contributions and private funding

It was **RESOLVED THAT** the Month 5 Management Accounts be noted and received.

29.2 36 month forecast

The Vice Principal Finance and Resources presented a 3-year Cash Flow Forecast (circulated, document Feb 19/6).

The assumptions supporting the 3-year cash flow forecast included:

- 2018/19 in line with the month 5 management accounts and the budget that had been approved by the Board
- 2019/20 and 2020/21 were based on the assumptions and indicative budgets that were included in the Strategic Plan that had been approved by the Board
- Assumed capital expenditure remained static, and was funded through working capital with no additional loans taken out

There were no significant losses or gains forecast over the three-year period, and therefore it would be expected for cash to remain fairly consistent. This was illustrated with cash maintained at a broadly similar level over the period.

It was emphasised the actual position for 2019/20 and 2020/21 could be significantly different from that outlined in the Strategic Plan. However, there would need to be significant reductions in income, which were not matched by reductions in expenditure, to impact on the strong cash position.

It was agreed that the report indicated that the College would remain a 'going concern', which was key.

It was **RESOLVED THAT** 3-year Cash Flow Forecast be noted and received.

29.3 HR – Autumn Term 2018/19

The Vice Principal Finance and Resources reported on the HR Termly Update Report Autumn Term 2018/19 (circulated, document Feb 19/7).

Detail was provided on

- Staff Turnover
- Employee Relations
- Vacancy Rate
- Training
- Sickness Absence Rate
- Appraisals (completion)
- Other: JUMM, Policies and Procedures, Mental Health Strategy

Discussion points included:

- **Reporting of vacancy rate**
This was confirmed to be on a rolling 12-month basis
It was suggested, and agreed, that a monthly figure would be provided as part of the next report
- **Increase in the vacancy rate and any known issues**
There had been a reduction in the use of agency staff, with additional hours being covered by employees and bank staff. Any additional pressure was considered to be manageable
- **Mental Health and actions to support**
Mental Health was recognised as a factor in staff absence, with a College commitment to provide support to affected employees. A strategy was under development to ensure the delivery of the required support where necessary

It was **RESOLVED THAT** the HR Termly Update Report Autumn Term 2018/19 be noted and received.

29.4 General Data Protection Regulation Update Report

The Vice Principal Finance and Resources presented the GDPR/Data Protection Update Report (circulated, document Feb 19/8).

An update on progress included:

- No reported breaches
- DSA-QAG
- Data Subject Access Requests, with detail
- Internal Audit Service Follow Up review: substantial assurance
- Issues dealt with by the DPO
- Development of the Data Register
- Encryption
- Staff training.

It was **RESOLVED THAT** the GDPR/Data Protection Update Report be noted and received.

29.5 Disciplinary Policy

The Vice Principal Finance and Resources presented the Disciplinary Policy (circulated, document Feb 19/9).

The policy had last been approved in March 2018.

A review of good practice and discussion with legal advisers had resulted in two amendments as highlighted in the document.

It was **RESOLVED THAT** the Disciplinary Policy be approved.

29.6 Accommodation Strategy 2019 - 2021

The Vice Principal Finance and Resources presented the Accommodation Strategy (circulated, document Feb 19/10).

This was a new strategy that had been developed in response to the approved Strategic Plan 2018-2020. It was considered to support the overall strategy but needed to remain flexible and adaptable to any future change.

It was agreed to be a comprehensive and informative document.

Discussion points included:

- Where actions were identified the document did not identify the individual responsible for delivery
This was confirmed to be the Technical, Estates and Facilities Manager in most instances.
- The estate being functionally fit
A functional suitability survey had been completed, but things continued to change rapidly and there was a need to be able to respond effectively

It was **RESOLVED THAT** the Accommodation Strategy 2019 – 2021 be approved

29.7 Integrated Digital Technology Strategy 2018 - 2021

The Vice Principal Finance and Resources presented the ILT Strategy (circulated, document Feb 19/11).

This was a new strategy that had been developed in response to the approved Strategic Plan 2018-2020.

It was agreed to be a comprehensive and informative document.

Discussion points included:

- The achievability of the actions and timings
It was reported that this had been discussed and was considered appropriate.

It was **RESOLVED THAT** the Integrated Digital Technology Strategy 2018 – 2021 be approved

18/30 Safeguarding and Prevent

30.1 Safeguarding and Prevent Update

The Vice Principal Safeguarding and Pastoral Care presented a Safeguarding Update Report 2018/19 (circulated, document Feb 19/12).

The report provided detail on a number of aspects:

- Operational MDT (Multi-Disciplinary Team)
- Clinical MDT (Multi-Disciplinary Team)
- Staff training
- Safeguarding Manager vacancy
- Meeting with the Safeguarding Governor
- Prevent
- Safeguarding Committee
- Safeguarding Data

Discussion points included:

- The focus of the staff training – Early help/intervention; CPOMS; E-safety, updates to policy
- Who would be delivering the training
College staff
- Self-Referral
Clarification as to whether this was the individuals or others
Clarification as to whether the processes allowed for ‘double counting’
- The potential to develop the report to provide details on **both** the **category** and **method** of referral
- It would also be useful if the data could be used in order to identify any trends

It was agreed that there was further reassurance provided, when necessary, via the detail included in the weekly update from the Principal

It was **RESOLVED THAT** the Safeguarding Update Report 2018/19 be noted and received.

30.2 Personal Social Development Policy

The Vice Principal Safeguarding and Pastoral Care presented the Safeguarding Policy (circulated, document Feb 19/13).

The policy had been reviewed with amendments highlighted in the document.

The amendments related to the inclusion of a ‘County Lines’ module as part of the Personal Social Development programme of study and cross-reference to an additional college policy and procedure.

It was **RESOLVED THAT** the Personal Social Development Policy be approved.

18/31 QUALITY AND STANDARDS

31.1 Quality Improvement Plan (QuIP) 2018/19

The Vice Principal Quality and Curriculum reported on the Quality Improvement Plan 2018/19 (circulated, document Feb 19/14).

The following points were highlighted:

- *Overcrowding in Café Mojo (page 1)*

This was a new area for improvement.

Actions identified to address this (page 9)

- *Link scheme with Reynald’s Cross (page 1)*

It is intended to extend the scheme to other schools

- *Revise the curriculum offer and create a Curriculum Strategy (page 5)*

- *ILS support (page 12)*

86% of observed sessions identifying support as good or better – a significant increase on previous performance

Discussion points included the potential to report separately on observations that were good/better/outstanding.

It was agreed that this would be considered in the next report to the Quality and Standards Committee.

- *Travel Training (page 21)*

It was intended that Warwickshire would deliver CPD

- *Retention/achievement Discovery Pathway (page 25)*

Some learners were subject to intervention due to concerns around progress

Discussion points included:

- [Reference in the Strategic Plan to positive behaviour support and any necessary training](#)

It was confirmed that accredited programmes had been considered but they were thought to be cost prohibitive.

The Educational Psychologist and Clinical Psychiatrist were now investigating.

Changes were also being made to the Behaviour Management Policy, which would be presented to the next meeting of the Corporation.

[It was suggested that consideration be given to amending the Strategic Plan as necessary.](#)

- [The Hereward Approach – did this require review to include aspects from the QuIP](#)

It was advocated that as the College had evolved and developed since this was introduced its continued applicability was unclear. It had served the purpose of providing momentum for improvement

[It was queried if there would be any value in developing a revised version, as it had been successful in supporting the delivery of improvement.](#)

It was agreed that this would be considered.

It was **RESOLVED THAT** the Quality Improvement Plan 2018/19 update be noted and received.

31.2 Complaints Report – Autumn Term 2018/19

The Vice Principal Quality and Curriculum reported on the Complaints Report – Autumn Term 2018/19 (circulated, document Feb 19/14).

The report summarised the key headline data from complaints received by the College during the Autumn term 2018.

The number of complaints received continued to decline and had reduced by one in comparison with the Autumn Term 2017.

Comparative data was provided.

[In discussion, it was noted that historically the autumn term produced the highest level of complaints.](#)

It was **RESOLVED THAT** the Complaints Report Termly Update Report (Autumn Term 2018/19) be noted and received.

31.3 Procedure for the Administration of 16 – 24 Bursaries

The Vice Principal Quality and Curriculum reported on the Bursaries and Learner Support Fund Policy (circulated, document Feb 19/16).

The procedure had been revised to reflect current methodology and funding guidance for the administration of bursaries for learners aged 16 – 24. Key amendments were highlighted.

It was **RESOLVED THAT** the Procedure for the Administration of 16 – 24 Bursaries be approved.

31.4 Governor Learning Walks – October 2018 and January 2019

The Vice Principal Quality and Curriculum reported on the Governor Learning Walks – October 2018 and January 2019 (circulated, document Feb 19/17).

Since being introduced in 2016/17, a number of these activities had taken place and the structure of these sessions had now evolved to meet the needs of the organisation.

In October four Governors took part in the process and three took part in January. The sessions formed part of the wider IQR process overseen by the Vice Principal Quality and Curriculum.

Highlighted points included:

- Governors were confident that learners demonstrated appropriate behaviour in the classroom and that, where appropriate, there was effective management of behaviour and/or participation by teachers and the ILS staff
- All Governors commented on the confident, articulate learners they met
- The continuation of the improvement journey was noted

Recommendations:

- Governor Learning Walks are scheduled on a regular basis
- To encourage more Governors to participate
- To review the timing for those who work full time - e.g. a morning or afternoon slot

It was **RESOLVED THAT** the Learning Walk Update report be noted and received.

18/32 GOVERNANCE

32.1 Governor Link Scheme – Autumn Term 2018/19

A report on the Governor Link Scheme was considered (circulated, document Feb 19/18).

- Six Governors (from a possible seven) had completed autumn term link visits at the time of the report;
- Five Governors had provided feedback;
- Five Managers had provided feedback;
- Feedback was positive, with Governors confirming better understanding of the work of the departments/areas they were linked to.

Discussion points included:

- The value of the scheme
- It provided evidence of the wider involvement of Governors
- The difficulties in evidencing the impact/improvements achieved as a result of the scheme

It was suggested that in the first instance any actions identified as part of the visits should be recorded as part of the feedback and report.

It was **RESOLVED THAT** the Governor Link Scheme – Autumn Term 2018/19 report be noted and received.

32.2 Senior Post-holder Policies

32.2.1 Senior Post-Holder Disciplinary Policy and Procedures

The policy was last considered and approved by the Board in February 2017. A review against the latest AoC model policy (October 2018) and the revised College policy had provided for a number of revisions as indicated.

32.2.2 Senior Post-Holder Grievance Policy and Procedures

The policy was last considered and approved by the Board in February 2017. A review against the latest AoC model policy (October 2018) and the revised College policy had provided for a number of revisions as indicated.

32.2.3 Senior Post-Holder Capability Policy and Procedures

The policy was last considered and approved by the Board in February 2017. A review against the other SPH and College policies had provided for a number of revisions as indicated,

- The policies had been developed to include specific actions in relation to allegations with regard to fraud or safeguarding
- The policies had been amended to make reference to the correct data protection legislation
- The revised policies had been shared with the SLT and feedback incorporated where received.

It was **RESOLVED THAT** the revised Senior Post-holder Policies be approved.

18/33 ANY OTHER BUSINESS

There was no other business for consideration.

18/34 DATE OF THE NEXT MEETING

The date of next meeting was confirmed as Thursday 28th March 2019.

Signed:

Chairman

Date: