

CORPORATION MEETING

MINUTES

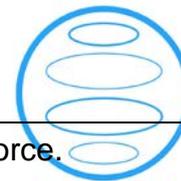
Date	29 April 2015	Time	13.00 – Learner Voice Session with the Student President 14.00 - Meeting
Venue	Ore Valley Room 251		
Chairman	Tony Campbell OBE KSG FRSA		

Membership: Tony Campbell OBE KSG FRSA (Chair); Pat Farmer (Vice Chair); Principal (Clive Cooke); Staff Governor (Wendy Bennett); Diana Garnham; Harry Harris; Simon Hubbard; Graham How; Vic Kempner; Staff (Support) Governor (Bobbie Hargreaves); Ken Melsom; Derek Stevens; Student President (Carlie Stace); Student Governor (Charlotte Hunter); Sue Walton
In attendance: Jessica Stubbings; Deputy Principal and CEO (James Mettyear); VP Corporate Services (Biram Desai); VP Enterprise, Employment and Skills (Dan Shelley)

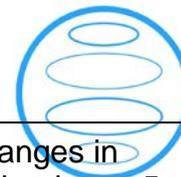
Apologies: Staff (Support) Governor (Bobbie Hargreaves); Staff (Teaching) Governor (Wendy Bennett)

Before the meeting governors attended a Learner Voice session with students from Ore Valley. Attendees: Tony Campbell; Pat Farmer (Vice Chair); Diana Garnham; Harry Harris; Simon Hubbard; Graham How; Vic Kempner; Ken Melsom; Derek Stevens; Student President (Carlie Stace); Student Governor (Charlotte Hunter).

	Item	Action
1.	<p>Chair's Introduction</p> <p>The Chair welcomed Harry Harris to his first meeting as a Corporation member. The Chair on behalf of the Corporation conveyed his best wishes to SW and the Pestalozzi students for the recent tragedy in Nepal. There is a fundraising event at the College on Wednesday 6 May for staff, students and governors to show support. The Chair thanked the Student President for organising the Learner Voice session and governors agreed it was a valuable experience to talk to the students. The Chair updated governors on a session with SLT and Chairs last week facilitated by Sheila Selwood looking at the impact of governance. The Search and GD Committee will take the outcomes forward to improve governance. The main item of the meeting is a strategic discussion on challenges facing the FE Sector and items on the agenda will be noted with the exception of items for approval and items governors and managers wish to raise. The Chair thanked Bobbie Hargreaves, ILT Manager and Paul Henderson, ICT Manager for all their work on e-governance.</p>	
2.	<p>Apologies</p> <p>Apologies were received from the Staff Governor (Support) and Staff Governor (Teaching)</p>	
3.	<p>Declarations of Interest</p> <p>Simon Hubbard declared an interest as an employee of Hastings Council. Harry Harris declared an interest as an employee of East Sussex County Council. Sue Walton declared an interest as an employee of Pestalozzi. Ken Melsom declared his directorship of Hastings Plaza Trading Ltd.</p>	



	Pat Farmer declared his membership of the Hastings and Rother Task Force.	
4.	<p>Minutes of the last meeting To consider and approve the draft minutes of the meeting held on 10 December 2015. Resolved: The minutes from the meeting held on 10 December 2015 were agreed as a true and accurate record. Proposed: PF; Seconded: DG: CARRIED</p>	
5.	<p>Matters arising on the minutes The Corporation noted the completed actions. The Clerk agreed to include the action to visit an Outstanding college to the actions. SW confirmed that the Pestalozzi concert clashed with the December Corporation date and the Clerk agreed to change the meeting to the next day subject to governor availability.</p>	<p>Clerk Clerk</p>
6.	<p>Principal's report (see full report for details) The Principal provided an update which included the following:</p> <ul style="list-style-type: none"> • Impact of national funding upon the College and proposed restructuring. The national picture for funding in the FE sector is clear and colleges have now had their 2015-16 allocations confirmed as follows: a reduction in 16-18 funding for SCCH due to a shortfall in recruitment in 2013-14; a 24% cut in classroom based learning for students aged 19+ nationally • The impact of the funding cuts and planning going forward was discussed. The VP EES is driving income for 2015-16 to mitigate cuts in the 2018-19 funding and the Adult Skills Budget. Alternative funding sources are working but the surplus they produce is not enough to mitigate the cuts. The VP CS has identified a requirement to save £800,000 from the pay line. Alongside cuts there is a pressure to maintain Satisfactory Financial Health for the SFA and Barclays loan repayments and to reduce the overdraft and the need to invest in capital expenditure • Savings are going to be achieved by reducing the curriculum plan hours by a reduction of 20,000 hours which brings it in line with sector norms and delivery hours in line with the funding rate. To date the College had been delivering over and above due to re inspection and manager practices. Taught hours will be supplemented by self-directed study hours which will be timetabled and facilitated to guide learning • [confidential note on restructure] The £800,000 has been mitigated by income driven by three strategic priorities – 1. Full costed income, 2. Growth in 24+ loans, 3. HE income from distance learning • Full details for budget 2015-16 will be shared with F&HR on the 6 May. The key challenge is to bring the cost of the curriculum delivery down. The proposals currently consulting on do not fundamentally change the shape of the College • The Corporation considered the process and the Principal reported that feedback has suggested it is highly consultative and meetings with staff have been useful for sharing ideas and managers have been invited to propose solutions. Phase 1 is almost completed and there will be a few more phases to go and they are at delicate positions • One governor questioned the impact on Students with Learning Difficulties and Disabilities (SLDD) and Additional Learning Support (ALS). The DP confirmed that reductions have been made in ALS and the delivery of SLDD has been reengineered to improve efficiency. Within the constraints a planned replacement structure has been carefully looked at. Governors asked if an update of the impact would come to the Corporation and the Principal noted it would 	



- The Chair noted the importance of monitoring the impact of the changes in Supported Learning. The DP noted that SLDD provision is maintained over 5 days with changed hours over 2 shifts and this was implemented in consultation with parents and stakeholders
- Governors questioned whether the reduction overall was viable and SLT confirmed that it was challenging but achievable. The Principal explained that difficulties are being experienced nationally and the savings being made are significantly less than a number of other local colleges
- Governors asked how quickly an assessment of the impact can be done. The Principal noted it is difficult to identify the indicators in year but punctuality, attendance, retention, student voice and mocks will all be looked at
- The DP reported that average group size is very low and efficiencies would be achieved by planned higher group size without removing any subject areas
- One governor asked if there would be similar reductions in future years, how quickly are these identified and whether there is a plan that comes to the governors annually. The Principal noted that it is likely there will be further cuts over the next comprehensive spending review and the College is diversifying income streams to reduce risk. Added to this are the changing demographics and a smaller pool of students for 16-18. A new strategic plan will be planned for September to articulate the strategy to help mitigate those reductions
- Governors questioned what percentage of overall hours are being cut and the VP CS confirmed it was around 18%. A further question around what percentage of this is group closure was discussed and the DP explained that there were too many classes with too few students. The plan is to get to 16 per class in 2015-16. The Principal reported that a further issue with a number of classes been taught by two teachers has been identified and resolved
- Governors asked whether classes with low class sizes had been cut more than others. The DP noted the reduction has been fairly even, the College has maintained smaller class sizes for those classes at a lower level, e.g. SLDD is now 12 students (previously 8). A lot of work will be going on in improving progression and a reduction in number of classes available to achieve the 16 per class plan. Reduction is from 145 to 120 groups to date. The College is planning to deliver more to its own 16-18 next year than we planned to do this year

The Chair passed on his thanks to the DP for the work and the Principal noted that the DP had forensically analysed the curriculum to achieve the required cuts and handled very difficult circumstances

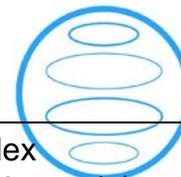
- The radical reform to the way in which apprenticeships are funded has been put on hold and will be reviewed again following the election in May if the Conservative party are in power
- **European Social Fund delays.** The South East Local Enterprise Partnership (SELEP) is responsible for £86m of ESF funding to support social inclusion and skills projects over the 2015-20 period. The new funding round has been delayed with tenders unlikely to be released until the autumn. The College is working up a number of project ideas with local and regional partners and will be bidding to support the local community
- **Satisfactory financial health** for academic year 2013-14. The College has received in writing confirmation that satisfactory financial health has been achieved for 2013-14. This is the second consecutive year of this status in



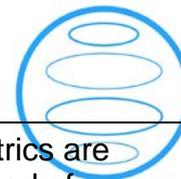
line with the requirement to clear the Financial Health Notice of Concern. The Principal reported that 49% of colleges posted a deficit budget for academic year 2013-14.

- **National Success rates tables** – The headline success rates now include Functional Skills maths and English and GCSE success for the first time. CQS will look at in detail tomorrow. The College is rated 79 out of 218 colleges, down from 61 of 221 and 4th out of 6 colleges in FE Sussex. The impact of FS maths and English has decreased the ranking, excluding Functional Skills the College improved by 1% in 13-14 and Functional Skills improved by 8% but that is not enough with the increased volume of students. English and maths is difficult and is more challenging for those colleges that recruit students below a grade C in GCSE English and maths, colleges with a low level of achievement in English and maths and a cohort of students that are disengaged with English and maths. As a College the starting point was very low in 2011-12 so distance travelled is much further than other FE Sussex Colleges. Governors asked if it is possible to do the ranking on the old figures and DP confirmed he would
- The Principal reported that there is more work to do on getting the success rates higher in some subjects but the main area of work is English and maths and this has had a significant impact on the College
- The Chair reported that feeder schools are well below national average
- Disengagement is a massive factor with a significant number of students choosing not to come to college on any day when they have English and maths lessons
- **BIS consultation paper: A dual mandate for adult vocational education** (March 2015) – a consultation paper on adult education looking at high level vocational education and level 3//4/5 vocational educational opportunities and second chance solutions for adults failed by the schools system. Governors questioned whether this was a big opportunity for the College and what would be done and the VP EES confirmed that it was with level 4 and 5 at Ore and degree level apprenticeships being looked at. He noted that it is a high risk area
- **The Estates and ICT strategy** are under development with some targeted improvements to roll out in the summer. The College needs to ensure that study spaces are large enough and ICT enabled to allow large numbers of students to do self-directed study
- One governor questioned if self-directed study is an issue with its reliance on discipline and the DP reported that it is a real curriculum management challenge. He noted that attendance will be monitored and staffed. The student governor noted that she was not sure students will turn up even with registers, in place if there is no specific teachers overseeing
- One governor discussed the long term skills around the need to work and learn alone and suggested a terminology about learning the skills to learn independently and realising the ability for students to work on their own would be a good message
- **Your're Hired Apprenticeship Campaign** – the VP EES reported that key partners are involved in an East Sussex wide campaign. Governors asked for data on the spread of employers and the VP EES reported there is a lot of interest around engineering and the rest is a mixed bag
- **6 strategic priorities update** - all strategic priorities are moving forward. (see full paper for details). [confidential note]
- The Charities Commission has confirmed that proceeds from the sale of **Pyke**

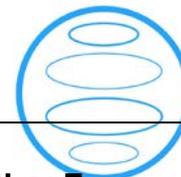
DP



	<p>House may be used to invest in the College's Station Plaza complex</p> <ul style="list-style-type: none"> • 2015-16 16-18 applications are up 17% on this time last year (200 people). One governor reported that feedback from the Student Voice session was that the performance of College staff at open evenings was far more enthusiastic than any other college • The VP EES reported that the College has a targeted number of schools to meet, the opportunity to speak to the parents and has increased numbers of applicants by going into Wealden and Eastbourne districts. With the change in mix of provision in other colleges the College is seen as a viable alternative. • English and maths letters have been sent to all existing parents and all prospective parents (1200) have been sent a welcome letter from the Principal outlining the next steps in the application process. 	
7.	<p>Student Governors Report</p> <p>The Student President reported on student activity since the last meeting including the Student Conference, Student Voice Activity, Question Time with the Senior Leadership Team (SLT), Student Question time with political candidates, trip to Thorpe Park and the Summer Ball. A lot of good feedback has been received from students. Planning for the student voice for the next academic year is in progress.</p>	
8.	<p>Performance Update</p> <p>Review of strategic targets and Key Performance Indicators Dashboard</p> <p>The VP CS reported on finance as follows:</p> <ul style="list-style-type: none"> • Finance is positive and slightly over budget. Staff costs are in line with budget, funding streams are matched and cash flow is looking good <p>The Principal reported on HR as follows:</p> <ul style="list-style-type: none"> • There are no profiles to go with the plans. Year to date for sickness is below target, with a slight increase of 3.7 due to some long term sick cases. Without long term sickness sick days are down to 1.7. Staff turnover is 8% and has increased because a small number of people have chosen to resign as a result at being put at risk in the recent restructure. [confidential note on performance management] Governors noted the results were very encouraging with the current stress of the organisation <p>The DP reported on teaching and learning as follows:</p> <ul style="list-style-type: none"> • The observation profile shows a positive picture; he reminded governors that the observation process exempted teachers with outstanding or consistently good sessions. The profile of 80% good or better is pleasing. Retention is in line with the profile from last year. Functional Skills is holding at 93% and the DP suggested that is likely to hold better than last year • Student attendance remains a challenge; it is on profile to end up at 86% like last year. The DP reported that it is not where the College wants to be and is below target. Governors questioned whether there are measures in place to move it up. He explained that part of the need to reduce costs the staff to support that agenda were removed and work is going on establishing among curriculum teams the importance of owning attendance of their students. There are good examples of teachers doing it but there is more work to do. <p>The VP EES reported on apprenticeships as follows:</p> <ul style="list-style-type: none"> • 80% for timely success rates and 80% for achievement is predicted and if achieved would be above national average. • The Employer Satisfaction Survey is open until the 4 May and the College is on profile for completed surveys with apprentices ringing up employers to chase up non completers. 	



	<p>Management Accounts – March 2015 The VP CS reported that the metrics are looking good. The full year forecast stands at £619k which is slightly ahead of budget. The focus for the remainder of the year is around ensuring costs remain controlled and to chase the last four months of income/activity and ensure the subcontract partner accrual is matched. Daily cash-flow monitoring continues to take place and the cash position is slightly ahead of forecast.</p> <p>Risk Register The VP EES reported that the Corporation and subcommittees are receiving risks assigned to them from this term. The Corporation continues to receive the high risks with a gross and net rate of high or over 16. There are 5 strategic risks that correlate with the KPI document. Student numbers, Capital Strategy, English and maths, 16-18 apprenticeship income and subcontracting. One governor commented that reputational appears a lot of times as a risk. The VP EES confirmed that it did particularly around subcontracting, but assured governors that there is a good system in place building on the guidance and rules from the SFA. Governors asked if an action plan could be developed looking at why students choose the College or neighbouring colleges. The VP EES reported that he would work with the Student President and Council to receive much earlier indications from students why they have chosen the College. He reported that there is data available which can be used more intelligently Governors discussed transport issues and whether reaching further out was been hampered by local transport cuts. Points raised included:</p> <ul style="list-style-type: none"> • The VP EES reported that this is an incentive being looked into to inform student decisions. It was agreed that transport cost was a significant issue for students on low incomes. The earlier Student Voice session had cited transport as the second deciding factor for students along with costs for parking • The rail industry is looking at bringing extra units in on diesel trains and the College could pursue this. The bus companies are currently looking at their market demands • One governor reported that it would be sensible to contact community transport, which have capacity and could reduce costs significantly. The Wheels to work, scheme has been rolled out by ESCC to tackle issues of rural accessibility and funding is county wide. The VP EES to follow up • It was reported that ESCC is looking to make significant savings on transport. 	<p>VP EES</p> <p>VP EES</p> <p>VP EES</p>
9.	<p>Report from the Search and Governance Development Committee 25 February 2015 The Corporation noted the report. The Chair provided details on Chris Pole, Vice Chancellor, University of Brighton and recommended his appointment. RESOLVED: The Corporation approved the appointment of Chris Pole as an independent governor for a four year term of office commencing 30 April 2015. Proposed: VK; Seconded: SH; CARRIED</p>	
10.	<p>Report from the Audit Committee 4 March 2015 The Corporation noted the report.</p>	
11.	<p>Report from the Finance and Human Resources Committee 4 March 2015 The Corporation noted the report including the March 2015 Management Accounts, the Budget 2015/16 initial assumptions and an update on the overdraft facility. The Corporation considered and approved the Policy for Tuition and Other Fees</p>	<p>VP CS</p>



	<p>subject to a typo on page 4. RESOLVED: The Corporation approved the Policy for Tuition and Other Fees. Proposed: KM; Seconded: GH; CARRIED The VP EES updated the Corporation on the proposed changes in subcontracting to some contracts and the Corporation agreed to approve. RESOLVED: The Corporation approved the proposed changes in subcontracting to some contracts. Proposed: KM; Seconded: DG; CARRIED</p>	
12.	<p>Report from CQS Committee 5 March 2015 The Corporation noted the report. The Chair noted that the Safeguarding Policy had been scrutinised by the CQS Committee and the Corporation agreed to approve. RESOLVED: The Corporation approved the updated Safeguarding Policy. Proposed: PF; Seconded: VK; CARRIED The Corporation considered the recommendation for all new and existing governors to be DBS checked in line with College policy and recommendations from the recent Safeguarding Audit. Governors asked how regularly it would be carried out, the level of certification and some governors reported that they had recent DBS checks from other sources. The Clerk agreed to organise the detail and contact governors to organise. RESOLVED: The Corporation agreed to be DBS checked. Proposed: PF; Seconded: VK; CARRIED</p>	Clerk
13.	<p>Challenges facing the FE sector Confidential item.</p>	
14.	<p>AOB</p>	
	<p>Meetings for 2014-15 24 June 2015. The Supported Learning Summer Show starts at 13.00 and all governors are invited to attend. Meetings for 2015-16 7 October 2015; 9 December 2015; 27 April 2016; 22 June 2016. Away Day – tbc (originally 8 January 2016)</p>	

Meeting closed: 16.40

Length of meeting: 2hr 40mins

Attendance for 2014-15: 89%