

**MINUTES OF THE CORPORATION BOARD MEETING HELD ON
FRIDAY 7 DECEMBER 2018 AT BLACKBURN COLLEGE (ROOM BC-2-08)**

PRESENT:

Phil Watson CBE	Chair
Mark Allanson	Member
Lillian Croston	Member
Will Doherty	Academic Staff Governor
Shaheen Gul	Member
Garth Hodgkinson	Member
Michael Lee	Business Support Staff Governor
Paul Levet	Member
Kathryn Lord	Member
Aiden Pilling	SU President
Les Stove	Member
Eugene Sullivan	Member
Graham Towse	Interim Principal and Chief Executive
Steve Waggott	Member
Professor Mike Wright	Member

IN ATTENDANCE:

Jennifer Eastham	Vice Principal: Finance and Corporate Services
Peter Robinson	Vice Principal: Curriculum and Quality (part)
Jean Tracy	Clerk to the Corporation
Caroline Wilson	Board Administrator

It was noted that the meeting commenced at 14:02 and was quorate.

The Chair welcomed all present to the meeting, with a particular welcome to Eugene Sullivan as this was his first meeting.

Members were advised that the College had received, that morning, confirmation that Ofsted would be carrying out a re inspection commencing on Tuesday 11 December 2018 through to Friday 14 December 2018 (inclusive). A telephone meeting had taken place with the Executive Team and the Lead Inspector, Andrea Machill, and the Board was advised that the remit of the Inspection would focus on progress made since the last Inspection (14-17 March 2017) and the subsequent Support and Challenge visits. The Vice Principal: Curriculum and Quality would be the College Nominee and a meeting with Governors had been requested by Ofsted and they had indicated that this was to take place on Wednesday 12 December 2018. Feedback following the four day Inspection would take place on Friday 14 December 2018 at 2.00pm. The Principal and Chief Executive Designate, the Association of Colleges and the Education and Skills Funding Agency (ESFA) had been advised of the forthcoming Inspection and a communication had also been sent out to all-staff.

14:06 Steve Waggott attended the meeting

Before the meeting moved to the formal agenda, the Chair acknowledged that this was the last meeting for the Interim Principal and Chief Executive and on behalf of the Corporation Board, thanked Mr Graham Towse for his effort and continuity since he had joined the College in December 2017. The work Mr Towse had carried out had been appreciated and the Chair advised that a small get together had been arranged prior to the College's Carol Service on Tuesday 18 December 2018 and members were invited to attend.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Chris Johnson, Denise Park and Eshah Tirmizi.

Apologies for absence were also received from the Vice Principal: Curriculum and Quality, the Director: Business Development and External Engagement and the Director: Human Resources and Organisational Development.

2. DECLARATION OF CONFLICTS OF INTEREST

The Chair advised those in attendance that should members of the Corporation Board become aware of any potential conflicts of interest, they should be disclosed at the earliest opportunity during the meeting.

3. MINUTES OF THE CORPORATION BOARD MEETING HELD ON 9 NOVEMBER 2018

The minutes of the Corporation Board meeting held on 9 November 2018 were **ACCEPTED** as a true and accurate record and were duly signed by the Chair.

4. MATTERS ARISING

There were no matters arising.

5. APPOINTMENTS TO THE BOARD

Following the recommendation from the Governance Panel, the Corporation Board considered and **APPROVED** the following re-appointments to the Board, with effect from 1 April 2019, and their Terms of Office being until 31 March 2022:

- Mark Allanson and also as Chair of the Standards, Quality and Student Experience Committee.
- Shaheen Gul and as a member of the Standards, Quality and Student Experience Committee.
- Garth Hodgkinson and as a member of the Policy and Resources Committee.
- Roger Spensley and as a member of the Policy and Resources Committee.

The timeline for the Election of the Vice Chair was **AGREED**. The Election, should there be more than one candidate, would take place in March 2019 with the appointment being confirmed by the Corporation Board at its meeting on 15 March 2019.

The Corporation Board noted that the Governance Panel was continuing to look into the current vacancy and to undertake a review of Committee membership.

6. i) RELATED PARTY TRANSACTIONS

A Report on the disclosure of Related Party Transactions, in compliance with Financial Reporting Standard 8 which required any transactions between the College and a Governor or related organisation to be disclosed in the year end Annual Report and Financial Statements, was received by the Board. The Report had been considered by the Policy and Resources Committee on 26 November 2018.

The Report provided detail of the disclosures that had been included within the Annual Report and Financial Statements for 2017/18 and the Vice Principal: Finance and Corporate Services advised that there had been no significant transactions.

The Corporation Board **APPROVED** the disclosures within the Related Party Transactions Report.

ii) BDO EXTERNAL AUDIT REPORT ON FINANCIAL STATEMENTS 2017/18

The BDO External Audit Report on the Financial Statements for 2017/18 was received and it was noted that this had been considered by the Audit Committee at its meeting on 20 November 2018.

Members were advised that the College's External Audit Provider, BDO who was contracted to provide the External Audit of the Annual Report and Financial Statements on the year ends 2016/17, 2017/18 and 2018/19, had carried out their work for the year ended 2017/18. The College had received an 'unmodified' Audit Opinion with no adjustments or recommendations and there were no changes to the final materiality percentage thresholds and triviality from that reported in BDO's Planning Report.

The Board was informed that since the report had been circulated, the Management Letter issued by BDO has been updated to take account of the recent High Court ruling that benefits arising from Guaranteed Minimum Pension (GMP). The updated document would be uploaded to the Governors' Portal¹.

The Corporation Board **APPROVED** the BDO External Audit Report on Financial Statements 2017/18.

iii) ANNUAL REPORT AND FINANCIAL STATEMENTS 2017/18

The Board received the College's Annual Report and Financial Statements for the year ending 31 July 2018 which was a statutory document, the format of which was standardised across all Further and Higher Education Institutions via the Statement of Recommended Practice (SORP) and once approved, would be signed by the Chair of the Corporation Board, the Interim Principal and Chief Executive and BDO (External Auditors). The Annual Report and Financial Statements would then be shared with the Education and Skills Funding Agency (ESFA), the College's Lenders and published on the College's website. The Report had been previously considered by the Policy and Resources Committee at its meeting on 26 November 2018.

The accounts showed the actual surplus and the reported surplus following the release of the loan break fee accrual from 2015/16.

The Report provided a commentary on performance and developments during the reportable year plus risk and information on Corporate Governance and it was further reported that the accounts had been audited by BDO, the College's External Audit provider, whose report did not request any amendments to the accounts.

Members were advised that the Financial Statements delivered a 'Good' Financial Health, delivered against all three of the FE Commissioner's Key Performance Indicators and met all Bank Covenants.

On reflection, the Corporation Board noted the positive performance, however one member questioned the impact of a reported surplus and the current consultation process. The Vice Principal: Finance and Corporate Services responded that the Annual Report and Financial

¹ Committee Papers/Corporation Board/7 Dec 2018

Statements were for the 2017/18 academic year and the current process was due to the under recruitment and impact on income for the current academic year (2018/19).

The Corporation Board **APPROVED** the Annual Report and Financial Statements 2017/18 to be signed by the Chair of the Corporation and the Interim Principal and Chief Executive.

iv) FINAL MANAGEMENT ACCOUNTS 2017/18 INCLUDING FINAL UPDATE AGAINST BUDGET FOR 2017/18

The Vice Principal: Finance and Corporate Services presented the Final Management Accounts for the year ended 31 July 2018 and explained that the detail contained within, reflected that of the Annual Report and the Financial Statements (as reported at item 6 (iii)). The Report had been presented to the Policy and Resources Committee on 26 November 2018 and the Committee had agreed to recommend these to the Board for approval.

The Final Management Accounts 2017/18 including the Final Update against Budget for 2017/18 were **APPROVED** by the Corporation Board.

v) MANAGEMENT ACCOUNTS PERIOD ENDING 31 OCTOBER 2018

The Management Accounts were received by the Board and provided an update on the current position to the period ending 31 October 2018. The Management Accounts had been previously considered by the Policy and Resources Committee on 26 November 2018.

As reported at the Board meeting in November 2018, the recruitment of learners for 2018/19 was behind target, however the under recruitment and impact on income was being addressed.

It was reported that Pay and Non-Pay costs were performing favourably against the budget and forecast and after close scrutiny of expenditure in both of these areas, this had resulted in savings against the in-year budget. The Report further advised that pay costs included the expected impact of in-year restructures.

The Balance Sheet to October 2018 was consistent with expectations, given the reduced invoicing on Higher Education fees.

In response to a question from a Governor regarding the variance showing in the accounts for restructuring costs as at the end of October 2018, the Vice Principal: Finance and Corporate Services advised members that costs had been profiled across the financial year and the variance was showing as a positive due to timing and it was extremely unlikely that a saving would be made. The Vice Principal: Finance and Corporate Services explained that the restructuring process had been necessary given the under recruitment. Colleagues across the College had been advised on 8 October 2018 that cost saving reductions were required and on 26 November 2018 a formal collective consultation period had commenced, which would conclude on 10 January 2019.

The following information was considered as commercially sensitive and would therefore be recorded as Confidential Part II.

The Corporation Board **APPROVED** the Management Accounts Period ending 31 October 2018.

vi) BIENNIAL REVIEW OF FINANCIAL REGULATIONS

The Vice Principal: Finance and Corporate Services presented the Biennial Review of the Financial Regulations, noting that these had been considered by the Policy and Resources Committee at its meeting on 26 November 2018.

The Board was advised that the Financial Regulations had been updated to reflect changes set out in the Financial Memorandum issued by the Education and Skills Funding Agency (ESFA) in June 2016. The Financial Memorandum set out the roles and responsibilities of the Accounting Officer and the Governing Body.

A review of other source documents had also taken place to determine whether others changes were necessary to the Financial Regulations, namely the Accounts Direction: the Post 16 Audit Code of Practice: and the terms of Reference for the Corporation Board and its Committees. The review of these resulted in only minor changes to the Financial Regulations.

The Vice Principal: Finance and Corporate Services explained that a change to the Investment Policy within the Financial Regulations had been made to allow the College to arrange deposit accounts with its current bank without having to test the market.

The Corporation Board **APPROVED** the updates to the Financial Regulations as recommended by the Policy and Resources Committee.

vii) ACCOUNTING POLICIES

The Vice Principal: Finance and Corporate Services presented the Annual Review of the Accounting Policies which had been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education 2015 (the 2015 FE HE SORP), the College Accounts Direction for 2017 to 2018 and in accordance with Financial Reporting Standard 102 (FRS 102). The Report had been previously considered and approved by the Policy and Resources Committee on 26 November 2018.

The Board was reminded that the Accounting Policies were used in the preparation of the accounts and formed part of the Year End Annual Report and Financial Statements.

It was reported that there were no new accounting standards or external changes that would require any change to the Accounting Policies previously adopted by the College for 2016/17.

The Corporation Board **APPROVED** the Accounting Policies 2017/18 as recommended by the Policy and Resources Committee.

viii) GOVERNORS' EXPENSES POLICY 2018/19 AND ANNUAL REPORT 2017/18

The Vice Principal: Finance and Corporate Services presented a summary of the Governors' Expenses claimed over the 2017/18 Financial year, in accordance with Charity Law and the Governors' Expenses Policy for 2018/19.

Members were advised that expenses totalling £239 had been claimed during the financial period August 2017 – July 2018 and details of these expenses were documented within the Report.

Following a review, no changes were proposed to the Governors' Expenses Policy for 2018/19.

The Corporation Board **APPROVED** the Governors' Expenses Policy for 2018/19 and the 2017/18 Annual Report as recommended by the Policy and Resources Committee.

ix) APPRENTICESHIPS NON-LEVY UPDATE

The Board received a Report which provided an update on the actions being taken to secure funding for Non- Levy Apprenticeships, which had been considered by the Policy and Resources Committee on 26 November 2018,

The following information was considered as commercially sensitive and would therefore be recorded as Confidential Part II.

The Corporation Board **RATIFIED** the decision made by the Policy and Resources Committee which provided delegated authority to the Chair and Vice Chair of the Corporation Board to enter into a sub-contracting arrangement, subject to the appropriate Due Diligence.

To allow for a full discussion of Items 8 (i), (ii) and (iii) and 10, it was AGREED that these would be considered together at the end of the 'for discussion' agenda items. The minutes would be reflected accordingly.

7. iv) CAREERS EDUCATION, IMPROVEMENT, ADVICE AND GUIDANCE STRATEGY, INCLUDING AMENDMENT TO THE STANDARDS, QUALITY AND STUDENT EXPERIENCE COMMITTEE TERMS OF REFERENCE

The Board received the Careers Education, Information, Advice and Guidance Strategy which addressed the key national priorities related to Careers Education, Information, Advice and Guidance and outlined the College's commitment to these priorities over the next three years particularly focussing on maintaining provision that met the Gatsby benchmarks.

The Interim Principal and Chief Executive advised that the Strategy had been discussed at Academic Board on 13 November 2018 and by the Standards, Quality and Student Experience Committee on 27 November 2018. As part of the benchmarks, members were advised that a Careers Lead was required and noted that the Head of Student and Administration Services would take on this role for the College. In addition, a Governor Link was also required and the Governance Panel would take this forward.

One member of the Board reported that the Strategy would be reviewed by Ofsted including work experience, placements and visits to Universities and further advised that the Strategy should have been in place sooner.

On consideration of the information provided, the Corporation Board:

- **APPROVED** the Careers Education, Information, Advice and Guidance Strategy;
- **APPROVED** delegated authority to the Standards, Quality and Student Experience Committee to approve the Careers Education, Information, Advice and Guidance Strategy going forward, noting that the Committee's Terms of Reference would be amended accordingly; and
- **RECOMMENDED** the implementation of the Strategy and subsequent publishing on the College website.

y) GOVERNANCE ASSURANCE STATEMENT ABOUT THE QUALITY

Following the recommendation from the Standards, Quality and Student Experience Committee, the Corporation Board **APPROVED** the Annual Assurance Statement for 2018, noting that the Assurance Statement had been signed by the Accountable Officer and Governor (namely the Interim Principal and Chief Executive) on 29 November 2018.

The Board was advised that the Office for Students (OfS) used the information in the Annual Assurance Statement as part of its assessment of the quality of Higher Education provision and compliance within the terms and conditions of funding for Further Education and Sixth Form Colleges. The Report provided Governors with each of the Assurance Statements required by the Office for Students; an evidence base for each of the statements had been provided for Governors' information. It was reported that the College was meeting the threshold requirements and there were no issues received during the 2017/18 academic year to cause concern.

8. STRATEGIC PLAN KEY PERFORMANCE INDICATORS

i) 2017/18 Year End Position – The final Report against the Strategic Plan Key Performance Indicators (KPIs) in 2017/18 was received which had been considered by the Policy and

Resources Committee on 26 November 2018 and the Standards, Quality and Student Experience Committee on 27 November 2018.

Members were reminded that the targets were based on those detailed within the Strategic Plan 2015-18 that had been approved by the Corporation Board.

Of the 38 (including sub targets) Key Performance Indicators, 10 had been delivered, 17 had been delivered in part, 2 had closed and 9 had not achieved. The Board was advised that those which were under target had been reported throughout the academic year with the exception of Target 6b – ‘year on year reduction in the volume of underperforming FE qualifications measured through Minimum Levels of Performance Report’.

The Corporation Board **RECEIVED** the Report on the Strategic Plan Key Performance Indicators 2017/18 Year End Position.

ii) 2018/19 – The Vice Principal: Finance and Corporate Services presented the Report which provided an update on the progress against the Key Performance Indicators (KPIs) for 2018/19 and noted that these had been considered by the Policy and Resources Committee on 26 November 2018 and the Standards, Quality and Student Experience Committee on 27 November 2018.

The Board was advised that at this stage in the academic year, data was not yet available for a number of the targets: of the 47 Key Performance Indicators, 8 were on target, 8 were on target in part, 9 were under target and 22 were not yet reportable.

As the Report was RAG-rated (Red, Amber, Green), the Vice Principal: Finance and Corporate Services explained that going forward, an explanation would be provided for the Corporation Board on those targets which remained red. One member expressed concern regarding the number of red targets linked to the financial KPIs and it was **AGREED** that an explanation on these would be added to future reports.

Action: Vice Principal: Finance and Corporate Services

In response to a further question linked to the KPI ‘Observation of Teaching and Learning (Meeting College Standards)’, the Interim Principal and Chief Executive advised that this was a reflection of current position. Members were reminded that a new Progress Observation Process was in place and the 2018/19 all year target was 75% to meet or exceed expected progress. At the time of reporting the figure had been 48% but this had now increased to 59%. The Interim Principal and Chief Executive further explained that the new Process had a mechanism which provided rapid support to those who were not meeting expected progress and improvement would be seen. In addition, through the Strategic College Improvement Fund, the College was working with Dudley College to bring about rapid improvement. Members were advised that 8 academic colleagues within Further Education were now going through the performance management process to bring about the required change. The Interim Principal and Chief Executive further explained that in the previous academic year Observations had not been carried out and the College was now focussed and travelling in the right direction.

The Board considered the KPI linked to the Staff Satisfaction Rate and one member questioned why this KPI was rated as Amber when the Staff Survey had not yet been conducted and asked when the Survey would be carried out. Members were advised that a Thematic Staff Survey had recently been carried out linked to the Communication Plan and this had progressed through the Staff Focus Groups; a full Staff Survey was planned for the summer term.

In relation to the KPI linked to the Financial Contribution, the Vice Principal: Finance and Corporate Services confirmed that the KPIs were updated monthly and the data to support this particular KPI would be added as soon as it was available.

The Corporation Board **APPROVED** the performance against the new Key Performance Indicators for 2018/19 and commented that the Report was in a much improved format.

9. TEACHING, LEARNING AND ASSESSMENT STRATEGY

i) 2017/18 End Year Report against Metrics within the Strategy – The Board received a Report which provided the end of year summary of progress against the metrics within the Teaching, Learning and Assessment Strategy 2017/18.

It was reported that following the termly reviews of the Teaching, Learning and Assessment Strategy during 2017/18, it had been agreed that through the Committee Structure a different approach had been required which would allow for greater focus on setting a solid foundation for future improvements. It had also become apparent that some aspects of the Teaching, Learning and Assessment Operational Plan had not had the impact required and revisions were made to the Post Inspection Action Plan which superseded the metrics associated within the Teaching, Learning and Assessment Strategy.

2018/19 – 2019/20 – The Teaching, Learning and Assessment Strategy for 2018/19 – 2019/20 was received which had been previously considered by the Standards, Quality and Student Experience Committee.

It had been agreed that the revised Teaching, Learning and Assessment Strategy would be created based on the current context of the College. Staff from across the professional services areas and curriculum centres had been involved to provide their views on what should be included in the Strategic Aims of the new Strategy which would have greater engagement and drive to achieve the necessary improvements.

The new Strategy had metrics attached to measure the impact, none of which were as yet reportable. The key activity scheduled throughout the academic year to improve Teaching, Learning and Assessment was captured in the College Improvement Plan (CIP).

The Corporation Board **APPROVED** the Teaching, Learning and Assessment Strategy 2018/19 – 2019/20 and welcomed the involvement of staff from across the College.

11. CHAIR'S REPORT

The Chair advised that he had no further matters to report that had not been covered under the agenda.

12. PRINCIPAL AND CHIEF EXECUTIVE'S REPORT

The Interim Principal and Chief Executive presented his Report, advising that many of the items had also been covered through the agenda.

The Report provided:

- The current position in terms of College Recruitment for the 2018/19 academic year;
- Detail regarding the Collective Consultation and Cost Saving Exercise that had been launched on 26 November 2018;
- An update following the Governors' Strategic Seminar and the timescales and progress being made towards the Strategic Plan; this had been considered by the Policy and Resources Committee on 26 November 2018;
- Information on the developments and work taking place between the College and Dudley College following the successful outcome of the Strategic College Improvement Fund, including the Leadership and Development Programme and the secondment of an Outstanding Practitioner on a 0.5 FTE basis to support Teaching, Learning and Assessment;

- The staff 'You Said We Did' communication as part of the College's new Communication Strategy which provided a response to colleague views;
- An update on the College's application for the Office for Students (OfS) register. Additional clarification had been requested in relation to the College's Destination Data, Governance and targets and milestones for student recruitment and retention. The College had responded in a timely manner and was awaiting the outcome, which was expected mid-December 2018.

13. EXTERNAL PROJECTS FUNDING UPDATE

A summary of the External Funding bids secured, those submitted awaiting an outcome and those in the process of being submitted was received for the Corporation Board's information. The Report, requested by members at the Strategic Seminar, provided members with detail of the type of work being secured in order to drive forward income growth and as part of the Strategic Plan.

The Interim Principal and Chief Executive advised that External Funding bids was an important additional income stream. This work was important and the College should pick up the pace in developing this provision an area for growth.

On consideration of the detail, one member asked how research was factored in. Members were advised that the College was linked to a large project involving Lancaster University, Blackburn with Darwen Borough Council and the College linked to Mental Health; this was in addition to a separate bid the College had submitted. Going forward External Funding would be linked to the Head of Research and Scholarship who had Objectives/targets to grow research funding which would support the Strategic vision of the College.

The Corporation Board noted the content within the Report.

14. APPRAISAL PROCESS AND COMPLETION FOR 2018/19

Following the detailed discussion that had taken place at the Corporation Board on 9 November 2018, the Board received, as requested, a Report which provided an update on the Appraisal Process and completion for 2018/19.

Members were advised that the overall completion rate for the legacy performance appraisals was 63% in 2017/18 which was below the required standard and the main areas of non-compliance had been in the academic areas.

For 2018/19, a range of standard core objectives had been developed for different types of staff and these would be recorded within the new CollegeiP system; managers would agree individual targets for the objectives with their staff. The Report provided detail on the CollegeiP system which had been introduced to aid effective performance management to improve the quality of learning though staff carrying out their appraisals and observation feedback online. The paper based approach to appraisals would be removed and the system would allow real time tracking of the completion of action plans on a departmental and individual basis. The system would be rolled out to staff prior to the end of Term 1.

A detailed discussion took place regarding staff involvement in the appraisal of their manager which was not currently built into the Appraisal process. It was **AGREED** that this would be taken forward by the Director of Human Resources and Organisational Development

Action: Director of Human Resources and Organisational Development

A member of the Board questioned whether the target would be met and commented that appraisals needed to be a priority of the management team, noting that the low performance in appraisals completed correlated to areas of poor performance. It was agreed that the Director of

Human Resources and Organisational Development would provide an update at the next Board meeting.

Action: Director of Human Resources and Organisational Development

At this point of the meeting, the Corporation Board moved to Part II – Not for Publication items on the agenda.

15:50 The Corporation Board took a short recess.

16:00 The Corporation Board reconvened

The Vice Principal: Curriculum and Quality joined the meeting.

7. i) COLLEGE SELF-ASSESSMENT REPORT 2017/18

Following previous consideration by the Standards, Quality and Student Experience Committee on 27 November 2018, the Self-Assessment Report (SAR) for 2017/18 was presented to the Corporation Board for final approval.

The Interim Principal and Chief Executive explained that a more evidence-based, robust and self-critical evaluation for the development of the SAR had taken place, which reflected a key area for improvement following the previous Ofsted Inspection regarding the rigour of the SAR process.

Throughout 2017/18, the initial stages of the SAR process had begun through the Performance Quality Review (PQR) meetings, which involved the Head of Schools. Individual course teams assessed their performance at the end of the 2017/18 academic year and this fed into the departmental and Centre self-assessments; culminating in the whole College Report.

Each of the Key Aspects within the SAR had a Senior Management lead.

A Corporate SAR Validation Panel had taken place on Wednesday 14 November 2018. Attended by five members of the Corporation Board and written feedback received from two additional Governors, the SAR was scrutinised in detail. External scrutiny at the Panel meeting also took place with increased challenge from two Outstanding Colleges, namely the Principal from Dudley College and the Principal and Chief Executive Designate. Following the Validation Panel, the SAR had been reviewed to take account of the rich feedback received. The SAR reflected the work that had been carried out since the last Inspection however all the work had not yet manifested in improved outcomes for learners.

Members were advised that Overall Effectiveness had been graded as a Requires Improvement and the Key Aspect Grades were the same as in 2016/17 with the exception of Apprenticeships, High Needs Students and Personal Development, Behaviour and Welfare which had been graded as a Good. The areas that had remained as Requiring Improvement were talked through in detail.

The Interim Principal and Chief Executive advised that the process of restructuring the management team and addressing address underperformance had taken a significant amount of time, however the new management team was now in place and performing well. The College could demonstrate investment in the new Progress Observation Process, which was implemented in October 2018, and from circa 100 Observations that had been carried out, 59% were meeting or exceeding expected progress. Intervention was in place for those who did not meet expected progress and 8 members of staff, as previously reported, were now under the performance management process.

The Vice Principal: Curriculum and Quality advised that briefing documents had been produced for Governors which provided a clear indication of the improvements that had been made since the last Inspection and these would be circulated by the Clerk to the Corporation.

Action: Clerk to the Corporation

The Corporation Board **APPROVED** the Self-Assessment Report 2017/18.

ii) COLLEGE IMPROVEMENT PLAN (CIP) 2018/19

The Board received the College Improvement Plan (CIP) which had been reviewed and validated as part of the Corporate SAR Validation Panel on Wednesday 14 November 2018 and considered by the Standards, Quality and Student Experience Committee on 27 November 2018.

The College Improvement Plan, had also received detailed scrutiny by members of the Corporation Board, Executive Team Members and two external peers from Outstanding colleges. The Plan had been mapped against the Areas for Improvement identified within the Self-Assessment Report (SAR) with each action and over-arching Aspect having a clear Senior Lead responsible for making the required improvements.

The Vice Principal: Curriculum and Quality explained that there had been a change to the format of the College Improvement Plan for 2018/19. There were clear timeframes, specific targets and progress would be reported in-year; all of which would be reviewed at three milestone points. The first Review was currently underway and Leads were RAG-rating (Red, Amber, Green) the College Improvement Plan to identify progress being made. Further reviews would take place in January 2019 and May 2019. Examples within the College Improvement Plan included the new Progress Observation Process, changes to the Appraisal process including creating set targets, the attendance task force and the improved data management aspects.

The Chair of Standards, Quality and Student Experience Committee commented that the College Improvement Plan provided context and focussed on those areas that had been identified as areas for improvement at the previous Inspection and the subsequent Support and Challenge visits to ensure the students achieved the best outcomes and student experience whilst they were at the College.

The Interim Principal and Chief Executive provided an example of action taken, explaining that the reporting of Apprenticeships progress had been identified during the Support and Challenge visits and these were now reported within the College and Governors' Dashboards.

The Corporation Board **APPROVED** the College Improvement Plan for 2018/19

iii) COMBINED POST INSPECTION ACTION PLAN AND COLLEGE IMPROVEMENT PLAN 2017/18

The Board received the final overview of the progress made against the Quality Improvement Plan and Post Inspection Action Plan actions in 2017/18, noting that this had been previously considered by Academic Board in September 2018 and the SQSE on 2 October 2018.

The following was noted/reported:

- There had been a reduction in actions rated as 'Red' from 7% to 0% and increases in 'Amber' and 'Green' actions.
- Effective progress had been made with Work Placement (this was now an 'Amber' action), with a new management structure in place.

- Aspects of the Adult provision improvement plans had previously been rated as 'Red' as progress had not been made in the expected timeframe, however it was reported that this had now been rectified.
- A review of membership for the College Leadership Team (CLT) had taken place to include a range of representation of staff across services and curriculum to drive forward change and who would be accountable for action.
- A review of the College Key Performance Indicators (KPIs) had been carried out which reflected the nature of the College's provision, address performance relevant to internal priorities and external regulatory bodies; all of which were reportable from an evidence base.
- Overall attendance had been targeted to improve by 5%; the update showed that this target had been exceeded with attendance (excluding English and maths) being at 85.1% compared to 76.9% at the same time in 2016/17.

The Corporation Board **APPROVED** the Combined Post Inspection Action Plan and College Improvement Plan for 2017/18.

10. GOVERNORS' OFSTED OVERSIGHT IMPROVEMENT GROUP – REPORT AND MINUTES OF 8 NOVEMBER 2018

The Chair of the Governors' Ofsted Oversight Improvement Group provided a verbal update following the Governors' Ofsted Oversight Improvement Group meeting that had taken place on Thursday 8 November 2018. The Board was advised that the Group discussed, at length, the feedback letter received by the College on the morning of the meeting, following the Support and Challenge Visit on 10 October 2018.

The Chair of the Governors' Ofsted Oversight Improvement Group advised that some of the data reported within the correspondence had been factually incorrect, however the key messages provided an honest reflection of where the College was on progress – improvements in-year could be seen but the full impact of these could not - all of which the College was aware of.

Members were advised that the College had done a lot of work, particularly over the last 6 to 12 months, to address the issues identified at the previous Inspection and the Support and Challenge visits. These included a new Leadership Team being in place, continuity of the Interim Principal and Chief Executive until the Principal and Chief Executive Designate commenced in post, the restructuring of the Further Education Curriculum to two new Centres: Technical and Academic and the respective changes to the management structures within the Centres.

Furthermore, the Chair of the Governors' Ofsted Oversight Improvement Group reiterated that the development of the Progress Observation Process was much improved and actions from this process were being seen, including circa 100 Observations having taken place from the beginning of October 2018, with intervention and support provided for those not meeting expected progress and the performance management process for those not meeting expected progress. There was also improvement in the reporting of data and the systems to support this, including the Dashboard that provided one set of live data linked to the Key Performance Indicators and the monthly Performance Quality Review (PQR) meetings at which managers were held to account.

The College, as previously reported, was now in receipt of the Strategic College Improvement Fund which focussed on improved Teaching and Learning along with Leadership and Management in partnership with Dudley College.

The Board was further advised that at the Governors' Ofsted Oversight Improvement Group meeting on 28 November 2018, a detailed discussion had taken place on Courses in Action.

The Corporation Board noted the update provided.

At this point of the meeting, the Interim Principal and Chief Executive provided a detailed overview of the arrangements for the Ofsted Inspection that was taking place from Tuesday 11 December to Friday 14 December 2018 (inclusive).

15. CHAIR APPROVED MINUTES FROM COMMITTEE MEETINGS

The Corporation Board noted, for information, the following Chair approved minutes from the Committees to the Board:

- Audit Committee meeting held on 20 November 2018
- Policy and Resources Committee held on 26 November 2018
- Standards, Quality and Student Experience Committee held on 27 November 2018
- Governors' Ofsted Oversight Improvement Group held on 8 November 2018

16. STUDENTS' UNION ANNUAL REPORT 2017/18 INCLUDING ANNUAL ACCOUNTS

The Students' Union Annual Report 2017/18 had been received by the Corporation Board at its meeting on 6 July 2018. The Annual Accounts for the Students' Union were received, for information. These had not been presented previously due to the College's financial year end date on 31 July 2018.

Income generated had exceeded expenditure resulting in a small surplus and for 2018/19, the Students' Union was committed to maximising the student experience in relation to the Student Voice, enrichment and enhancement across all students within the College.

17. CORPORATION BOARD AND COMMITTEE MEETING DATES 2019/20

The Board received the Corporation Board and Committee meeting dates for 2019/20, noting the agreed change from November 2018 onwards of the Audit Committee meeting from a Thursday to a Tuesday evening.

18. ANY OTHER BUSINESS

i) Safeguarding Principles and Key Messages for Governors – The Clerk to the Corporation reminded members that the Safeguarding principles and key messages for Governors were available on the Governors' Portal and that these had been also been presented to the Standards, Quality and Student Experience Committee.

Members were requested to read through and familiarise themselves with the principles and key messages as part of the Governor training on Safeguarding.

19. REVIEW OF MEETING

The Chair thanked members for their contribution to the meeting and wished everyone all the very best for the festive season.

20. DATE AND TIME OF NEXT MEETING

Friday 15 March 2019.

Signed:

Date: