

**MINUTES OF THE CORPORATION BOARD MEETING HELD ON  
FRIDAY 15 MARCH 2019 AT BLACKBURN COLLEGE (ROOM BC-2-08)**

**PRESENT:**

Phil Watson CBE	Chair
Mark Allanson	Member
Dr Fazal Dad	Principal and Chief Executive
Will Doherty	Academic Staff Governor
Shaheen Gul	Member
Garth Hodgkinson	Member
Chris Johnson	Member
Amina Khan	HE Student Governor
Paul Levet	Member
Professor Mike Wright	Member

**IN ATTENDANCE:**

Nicola Clayton	Director: Business Development and External Engagement
Jennifer Eastham	Vice Principal: Finance and Corporate Services
Sharon Germaine-Cox	Director: Human Resources and Organisational Development
Peter Robinson	Vice Principal: Curriculum and Quality
Jean Tracy	Clerk to the Corporation
Caroline Wilson	Board Administrator

It was noted that the meeting commenced at 14:01 and was quorate.

The Chair welcomed all present to the meeting, with a particular welcome to Amina Khan as this was her first meeting.

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Lillian Croston, Michael Lee, Kathryn Lord, Denise Park, Les Stove, Eugene Sullivan, Eshah Tirmizi and Steve Waggott.

The Chair informed members that Lillian Croston had unfortunately had an accident and it was **AGREED** that the Clerk to the Corporation would send the Board's best wishes.

**Action: Clerk to the Corporation**

**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 7 DECEMBER 2018**

The minutes of the Corporation Board meeting held on 7 December 2018 were **ACCEPTED** as a true and accurate record and were duly signed by the Chair.

### **4. MATTERS ARISING**

6 (ix) Apprenticeships Non-Levy Update (7 December 2018) – The Vice Principal: Finance and Corporate Services confirmed that a due diligence had been carried out prior to the sub-contract arrangement being finalised; the College had received payment and monthly visits were planned with MIT Skills.

It was reported that all other actions had been carried out or would be covered through the agenda.

### **5. APPOINTMENTS**

***It was AGREED that Item 5 (iii) would be taken first under this agenda item. The minutes would be recorded in order of the discussion.***

iii) Board Member (Students' Union President) – The Board noted the resignation of Aiden Pilling, as the Students' Union President, due to employment being secured elsewhere in the College and **NOTED** the appointment of Amina Khan as the Students' Union President with effect from 11 March 2019 until 30 September 2019. The Board **APPROVED** the appointment of Ms Khan as a member of the Corporation Board and also as a member of the Standards, Quality and Student Experience Committee, her term of office being 11 March 2019 until 30 September 2019.

The Clerk to the Corporation advised that the usual election process would take place to appoint the Students' Union President for the 2019/20 academic year.

i) Board/Committee Members – The Board was reminded that the following re-appointments had been agreed at the Corporation Board meeting on 7 December 2018, the term of office in all cases 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.

ii) Appointment of the Vice Chair of the Corporation Board – The Corporation Board **APPROVED** the appointment of Garth Hodgkinson as Vice Chair of the Corporation Board with effect from 1 April 2019; his term of office being until 31 March 2022.

### **6. i) GOVERNOR PROBATIONARY REVIEWS**

Following consideration of the 12 month Probationary Reviews and the recommendation from the Governance Panel at its meeting on 4 February 2019, the Corporation Board **APPROVED** the continued Board membership for:

- a) Will Doherty with a term of office until 31 March 2021 and also as a member of the Standards, Quality and Student Experience Committee;
- b) Michael Lee with a term of office until 31 March 2021 and also as a member of the Policy and Resources Committee;
- c) Kathryn Lord with a term of office until 31 March 2020 and also as a member of the Policy and Resources Committee;

- d) Denise Park with a term of office until 31 March 2020 and also as a member of the Policy and Resources Committee.

### **ii) AMENDMENT TO INSTRUMENT AND ARTICLES OF GOVERNMENT**

Following the recommendation by the Governance Panel at its meeting on 4 February 2019, the Corporation Board **APPROVED** the following changes to the Instrument and Articles of Government:

1. Instrument 8 (persons who are ineligible to be members) to be amended to include a specific provision stating that a member who is disqualified from acting as a charity trustee by virtue of the Charities Act 2011 may not be a member.
2. Instrument 10 (termination of membership) to be amended to include a provision that states that a member shall cease to hold office if they are disqualified from acting as a charity trustee by virtue of the Charities Act 2011.

Members were advised that the Register of Interest Form had been also amended to include information on the reasons for automatic disqualification as a charity trustee, and a declaration that none of the rules were applicable.

The Clerk to the Corporation further advised that as previously requested and following legal advice, the Governance Panel had considered amendments to the Instrument and Articles of Government to allow Written Resolution(s) and video conferencing to be used in exceptional circumstances. On the recommendation of the Governance Panel, the Corporation Board **APPROVED** the changes as covered in Appendix 1.

### **iii) GOVERNOR LINK – AS PER CAREERS STRATEGY**

Following the recommendation of the Governance Panel at its meeting on 4 February 2019, the Corporation Board **APPROVED** the appointment of Phil Watson CBE as the Careers Link Governor Champion.

### **iv) DISCLOSURE AND BARRING SERVICE (DBS) PROCEDURE (FOR GOVERNORS)**

The Corporation Board **APPROVED** the amendments to the Disclosure and Barring Service (DBS) Procedure relating to members of the Corporation Board, noting the change in title from the Criminal Records Bureau (CRB) to the Disclosure and Barring Service (DBS). This had been recommended by the Governance Panel following its meeting on 4 February 2019.

## **7. i) APPOINTMENT OF INTERNAL AUDITORS**

The Corporation Board **APPROVED** the Audit Committee's recommendation to formally tender for the provision of the service for the Internal Auditors for 2019/20 – 2021/22, noting that the Internal Audit contract would continue to be based on 45 days work per year.

## **8. i) MANAGEMENT ACCOUNTS to 31 JANUARY 2019 AND UPDATE OF 2018/19 COLLEGE BUDGET**

The Vice Principal: Finance and Corporate Services presented the Management Accounts for the period ending 31 January 2019 and update on the 2018/19 College Budget which had been previously considered by the Policy and Resources Committee at its meeting on 4 March 2019. It was noted that this was a key paper for consideration by the Corporation Board.

Members were advised that due to the under recruitment of learners in 2018/19 being behind target in a number of areas, in-year savings had been undertaken however further savings to mitigate against the shortfall on income were required. The reforecast budget, which had been measured against the College Key Performance Indicators (KPIs) and Covenants, was indicating

an operating deficit and at this stage, the FE Commissioner operating surplus and the Operating Leverage Covenant were flagged as a concern. For the benefit of all members, the Vice Principal: Finance and Corporate Services explained the detail in relation to the Operating Leverage Covenant.

It was further reported that the budget position still assumed an unconsolidated 1% pay award from 1 January 2019 and assumptions had been made regarding withdrawals and achievements for Adult learners, however if these assumptions improved then additional funding would be received. The Vice Principal: Curriculum and Quality was working with curriculum managers to ensure students were attending in order to achieve their qualifications.

Members were advised that the Revolving Credit Facility was not being utilised, this being in line with the cashflow plan for the year and the Balance Sheet to January 2019 was consistent with expectations, given the reduced invoicing on HE Fees. Cash continued to be monitored on a monthly basis.

The Vice Principal: Finance and Corporate Services assured the Board that work continued to improve the financial reforecast, including a review of contributions from Curriculum areas and looking at staff utilisation and part time hours.

It was noted that the forecast financial health autoscore was 'Good' and was in line with the plans approved by the Board.

In response to a suggestion from the Academic Staff Governor, the Vice Principal: Finance and Corporate Services confirmed that the College would look to promote unpaid study leave/sabbatical which could contribute with one-off savings.

**Action: Vice Principal: Finance and Corporate Services**

The Principal and Chief Executive reflected that he was concerned with the levels of staff sickness and the cost of agency cover required which added to the staffing costs for the College; this was in addition to increased workloads for existing colleagues. The Human Resources department were working with managers to ensure students were not disadvantaged.

Reflecting on the under recruitment in Higher Education, one member asked the reasons for the decline in recruitment against the targets set within Business Planning and whether the targets set had been realistic. The Vice Principal: Finance and Corporate Services responded that there had been changes within the Management Structure; one programme had not been revalidated which had impacted on the student numbers; the increase in unconditional offers from universities had been much greater; and there was an increased number of students who were not able to progress to the next year of their studies or had withdrawn. There was a renewed vigour to the Business Planning process for 2019/20, which was currently underway, and the rationale for the curriculum plans would be scrutinised in detail, including realistic targets being set.

Degree Level Apprenticeships were discussed, including specialist provision for the needs of local SMEs.

The Principal and Chief Executive advised, in response to a question as to how the College was liaising with Lancaster University to assist with recruitment, that he had been invited to meet with Senior Officers at the University in May 2019 and he would discuss this in detail as part of his visit.

**14:59 Chris Johnson joined the meeting.**

The Chair thanked members for their contribution to the discussion and advised that this item would have a high prominence at each meeting.

## **ii) HEALTH, SAFETY AND WELFARE POLICY 2019/20**

The Corporation Board received a Report which had been considered by the Policy and Resources Committee at its meeting on 4 March 2019 and provided an update on key Health and Safety activities during the academic year 2018/19. The Report included accident statistics, risk assessment monitoring, audits and inspections, off site visits and EVOLVE, environmental monitoring and occupational health screening, other activities, external events and legislative changes.

Members were advised that the Health, Safety and Welfare Policy had been reviewed, updated and considered by the Health and Safety Committee on 6 February 2019 and the Policy and Resources Committee on 4 March 2019; no changes had been made and the Policy remained fit for purpose.

The Corporation Board **APPROVED** the Health, Safety and Welfare Policy 2018/19 for signature by the Chair of the Corporation Board and Principal and Chief Executive.

## **iii) POLICY AND RESOURCES COMMITTEE TERMS OF REFERENCE – EMPLOYMENT POLICIES**

The Clerk to the Corporation presented a Report which provided proposals to the way in which employment policies were approved/monitored.

Following the recommendation by the Policy and Resources Committee, the Board **AGREED** to delegate to the Principal and Chief Executive and through him, the Director: Human Resources and Organisational Development, the responsibility to ensure that the College maintained and implemented a full set of Human Resources policies which met legal requirements and were in accord with sector good practices and were fair and reasonable in the way they treated College staff; and **AGREED** that Policy and Resources Committee Terms of reference be amended to '*Determine the employment policies to be adopted by the College and the scheme of delegation for their approval*'.

It was noted that the Corporation Board would continue to retain the responsibility for making rules regarding discipline, dismissal, grievance and suspension of Senior Post Holders (and the Clerk should the Clerk not be designated as a Senior Post Holder) as these post holders were accountable to the Board. It was also noted that the Policy and Resources Committee would receive updates on the development of HR policies and in particular those policies specifically referred to within the Instrument and Articles.

## **9. GOVERNORS' OFSTED OVERSIGHT IMPROVEMENT GROUP AND NEW ARRANGEMENTS INCLUDING CHANGE OF COMMITTEE TITLE**

The Principal and Chief Executive presented a Report which had been considered by the Standards, Quality and Student Experience Committee at its meeting on 12 February 2019. The Report provided an update on the rationale for disbanding the Governors' Ofsted Oversight Improvement Group and provided the new arrangements to be set in place which would deliver the required improvements as detailed within the published Ofsted Inspection Report (January 2019).

Following the recommendation from the Standards, Quality and Student Experience Committee, the Corporation Board **APPROVED** to disband the Governors' Ofsted Oversight Improvement Group and replace with a Further Education (FE) Governor Student Voice Committee which would meet once per term and feed into the Standards, Quality and Student Experience Committee.

The Corporation Board further **APPROVED** Lillian Croston and Professor Mike Wright as members of the FE Governor Student Voice Committee, noting that there would be two

vacancies; members were asked to express their interest in becoming a member of the Committee. Members were advised that they could attend the Committee meetings as observers.

**Action: Board Members**

Led by the Assistant Principal: Student Engagement and Experience, meetings would take place on a Wednesday afternoon once per term and would allow Governors to listen and speak with students. It was confirmed that a HE Governor Student Voice Committee would be introduced in the future.

The Corporation Board **APPROVED** Governors to have formal links to each curriculum area and to continue to carry out Learning Walks. Link Governors would be invited to attend Quality Summit meetings (Student Progress Meetings) which would take place once per term.

It was further **APPROVED** that the Standards, Quality and Student Experience Committee would be renamed to the Learning and Quality Committee to ensure there was a clear focus on Learning and Quality. The Principal and Chief Executive confirmed that the remit of the previous Governors' Ofsted Oversight Improvement Group would feed into the Learning and Quality Committee, in addition to the seven key themes identified within the Ofsted Inspection Report.

The Board also **AGREED** that the Learning and Quality Committee's Terms of Reference would be amended to include delegation from the Corporation Board to the Learning and Quality Committee for the oversight of the approved Office for Students (OfS) Improvement Plan and the College's compliance with the specific ongoing conditions of registration, noting that the Board would receive regular reports from the Learning and Quality Committee on the College's overall compliance with the specific ongoing conditions of registration. The Executive Dean for Higher Education and the Head of HE Quality would be invited to attend the Learning and Quality Committee to report on the Office for Students (OfS).

**Action: Clerk to the Corporation**

#### **10. AoC CODE OF GOOD GOVERNANCE – AMENDMENTS DECEMBER 2018 AND SENIOR POST HOLDER REMUNERATION CODE**

***The Principal and Chief Executive, Vice Principal: Finance and Corporate Services and Vice Principal: Curriculum and Quality declared a conflict of interest in relation to this item.***

Further to the update provided to the Board in November 2018, the Clerk to the Corporation presented a Report on the amendments to the AoC Code of Good Governance for English Colleges. On consideration of the detail, the Corporation Board:

- **NOTED** the amendments to the AoC Code of Good Governance for English Colleges;
- **APPROVED** the adoption of the Remuneration Code, noting that the Director of Human Resources and Organisational Development would undertake the necessary actions to ensure compliance;
- **APPROVED** the amendments to the Terms of Reference of the Remuneration Committee as per Appendix 2, and which included those changes as a result of the adoption of the Remuneration Code.

***15:19 It was AGREED that the meeting would move to Part II – Not for Publication Agenda Items 31 and 32.***

***15:38 The Corporation Board returned to Part I items on the agenda.***

## **11. CHAIR'S REPORT**

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

## **12. PRINCIPAL AND CHIEF EXECUTIVE'S REPORT**

The Principal and Chief Executive presented his Report and advised the Board that it was critical student outcomes improved for the 2018/19 academic year.

On 15 February 2019, the College Leadership Team had held a Quality Summit meeting to focus on student achievement, put in place interventions and moreover, change the culture of allowing the College managers to be empowered to deliver the best possible student achievements. At these meetings, student progress to date had been shared by each of the Head of Schools, including their approaches to support students to achieve their qualifications. It was further reported that it was critical that students engaged and attended their classes in preparation for the forthcoming GCSE English and Maths examinations.

Whilst attendance in the University Centre was not where it needed to be, the Principal and Chief Executive explained that students needed to achieve. As reported within the agenda, the College was now registered on the Office for Students (OfS) Register with Condition B3 linked to student continuation and completion rates and outcomes.

Teaching and Learning was more positive than at the same point in the previous academic year, with 72% (compared to 46% in April 2018) of staff observed seeing learners making or exceeding expected progress. The Principal and Chief Executive advised that he was pleased to see the level of engagement between the students and tutors during his Learning Walks.

The Principal and Chief Executive also provided an update following the Government's announcements to the changes in its maths and English Policy for post 16-18 students for the academic year 2019/20. This was considered in detail, including functional skills qualifications being accepted for Degree Level programmes.

The Report detailed, for information, recent meetings and events that the Principal and Chief Executive had been involved with since January 2019.

## **13. STRATEGIC PLAN 2019/20 – 2021/22 INCLUDING MISSION, VISION AND VALUES – PROGRESS ON**

Further to the Mid-Year Review that had taken place earlier that day, the Principal and Chief Executive advised that the Executive Team would embrace the feedback received from members and would make further amendments to the draft Strategic Plan 2019/20 – 2021/22 in readiness for the Corporation Board's approval at its meeting on 5 July 2019.

## **14. STAFF GOVERNORS' UPDATE**

The Board received an Update Report from the Staff Governors.

The Report, which had not been previously considered by any other Committee, provided the Staff Governors' reflections on the recent cost savings strategy following the announcements of the shortfall in recruitment numbers; their views following the College Staff Survey completed in December 2018; Marketing and Recruitment and the view that the marketing strategy needed to be evaluated to increase footfall at Open Events, with clear communication to staff of the product portfolio on offer; and Managers needing to follow and replicate the Principal and Chief Executive by being visible across the College and available to staff.

The Principal and Chief Executive responded that the College now needed to move forward together and explained that he was meeting with staff regularly and also visiting staff in the class rooms, through Learning Walks and also in their staff rooms/support areas.

Members acknowledged that the College and staff had experienced a lot of change over the last two academic years and advised that given the new management team in place and the changes made through the restructure process, the new structures needed time to embed to see improvements especially linked to staff morale.

Feedback following recent Open Events was shared with the Board and it was **AGREED** that the Academic Staff Governor and Vice Principal: Finance and Corporate Services would meet to discuss this matter further.

**Action: Academic Staff Governor/Vice Principal: Finance and Corporate Services**

## **15. STUDENT GOVERNORS' UPDATE**

The HE Student Governor was welcomed to provide the Student Governors' update, advising that the Report presented reflected the views of the former Students' Union President.

The Report provided detail of issues regarding HE Bursaries linked to attendance. In response, members were advised that these issues had been dealt with through an Appeal Process for students and information had been shared with students at Executive lunches; the information had also been publicised.

It was reported that due to the College having students from both Further and Higher Education, the College Students' Union did not reflect those in Universities. More FE students were now becoming involved and the HE Student Governor advised that the Students' Union was not yet ready to stand alone and input was required from Management to find a model that worked for the College.

One member advised that the support of the Engagement Team at Lancaster University could assist the HE Student Governor going forward and the Board was pleased to see the Students' Union now being available to students across the College.

## **16. STRATEGIC PLAN KEY PERFORMANCE INDICATORS 2018/19 UPDATE**

A Report which provided the Board with an update on the performance against the Strategic Plan Key Performance Indicators 2018/19 was received. The Report had been previously considered by the Standards, Quality and Student Experience Committee on 12 February 2019 and the Policy and Resources Committee on 4 March 2019.

Of the 47 Key Performance Indicators, 10 were on target, 10 were on target in part, 18 were not yet reportable and 9 were under target. The Vice Principal: Finance and Corporate Services talked through each of the KPIs that were under target.

The Principal and Chief Executive further explained that for the 2019/20 KPIs, it was proposed that the KPIs linked to Apprenticeship Retention were replaced to report on Apprenticeship learners being out of funding. This proposal was **AGREED** by the Corporation Board.

## **17. FURTHER EDUCATION (FE) STUDENT IN-YEAR PERFORMANCE 2018/19 – RETENTION, ATTENDANCE AND STUDENT PROGRESS**

The Vice Principal: Curriculum and Quality presented an update on in-year performance against the set metrics for Retention, Attendance and Student Progress, including Destinations for 2017/18 learners as at 28 February 2019.



Attendance – For 16-18 Study Programmes, attendance for FE Overall Core Aim was reported as being at 86%, with the Academic Centre having 89% attendance and the Technical Centre attendance being 85%. Overall attendance for English and Maths was 72% which was significantly lower than target, particularly in STEM subject areas.

Attendance for all Adult Programmes (full time and part time) was reported as being at 83% and for all High Needs Students on the core aim was reported as being 89%.

Apprenticeship Attendance was 91% for the Academic Centre, 91% for the University Centre and 88% for the Technical Centre.

Members were advised that the Attendance Task Force, through Personal Tutors, was continuing to follow up non-attendance.

Retention – For students on Study Programmes, Retention was reported as being 2% higher than at the same point in the previous academic year. Adult Retention was in line with the previous year.

Student Progress – Progress as indicated by snapshots was lower than target on Study Programmes, with the distance from target being more pronounced at Level 3. The Vice Principal: Curriculum and Quality explained that the reporting of student progress was subjective to interpretation by tutors. High Needs student progress was reported as being at 63% and Level 1 was 75%; both of which were in line with the target.

75% of Adult learners were making or exceeding expected progress towards their vocational and academic programme targets and progress in Apprenticeship delivery was good, with predicted improvements in achievement levels.

Observation of Teaching and Learning – Members were advised that, as at 26 February 2019, 136 Blueprint Learning Walks and 165 Progress Observations had taken place. 72% of observed staff delivered sessions where learners were judged to be making good or better progress; this compared to 46% in the previous academic year. The Board considered the information provided on improvements from last year and key areas for further development.

FE Destinations – 2017/18 Leavers – The Board was advised that 96% of Education and Skills Funding Agency (ESFA) Full Time Learners in 2017/18 were in positive destinations by the end of February 2019.

## **18. COLLEGE IMPROVEMENT PLAN – JANUARY MILESTONES**

The Board received the College Improvement Plan (CIP) which had been updated as part of the January 2019 milestone review.

Members were advised that of the 165 actions within the CIP, 60 had been 'RAG' rated (Red, Amber and Green) Green (completed), 73 were rated as Amber (ongoing) and 32 were rated as Red (not completed).

The Vice Principal: Curriculum and Quality talked through the main areas where progress had not met expected milestone targets and advised the Board that the area of continued focus was to meet planned improvements in Teaching, Learning and Assessment and Outcomes which was reflective of the information coming from the Observation and Learning Walk processes.

i) Ofsted Inspection Report – The Corporation Board received an update and a copy of the published Ofsted Inspection Report, following the Inspection that had taken place on 11-14 December 2018. The Inspection Report had previously been circulated to all Members and also uploaded to the Governors' Portal.

The Report had been previously considered by the Standards, Quality and Student Experience Committee at its meeting on 12 February 2019 and provided an overview of the key themes identified during the Inspection.

## **19. HIGHER EDUCATION (HE) STUDENT IN-YEAR PERFORMANCE 2018/19**

i) Office for Students Update – The Board received an update on the College’s registration with the Office for Students (OfS), this also followed the update received as part of the Mid-Year Review that had taken place earlier that day from the Head of HE Quality.

Members were advised that the College was now on the Register of Higher Education Providers however the registration was subject to condition B3 which primarily was about the College student continuation, completion and achievement rates. It was reported that the College was required to have a dedicated action plan regarding how the College was addressing this area for improvement and this had to be submitted to the OfS by 30 April 2019; the College’s Head of HE Quality had produced a Quality Improvement Plan, as shared with the Corporation Board at the Mid-Year Review. The oversight of the QIP would be monitored by the Learning and Quality Committee (formerly the Standards, Quality and Student Experience Committee) and reportable to the Corporation Board.

It was further reported that the Corporation Board needed to consider Public Interest Governance Principles (re Terms of Office) and there was an expectation of the OfS for the Governing Body to embrace these principles.

The Corporation Board **APPROVED** the Quality Improvement Plan which would be sent to the OfS by 30 April 2019.

***16:41 It was AGREED that Item 22 would be taken as the next item on the agenda.***

## **22. INSOLVENCY REGIME**

The Vice Principal: Finance and Corporate Services provided an update on the new College Insolvency Regime that came into effect on 31 January 2019. The update had been previously considered by the Audit Committee on 26 February 2019 and the Policy and Resources Committee on 4 March 2019.

The Board was advised that the key headlines were reported as being:

- Normal commercial insolvency law applied to College;
- In case of an insolvency, the Department for Education (DfE) can appoint an Education Administrator who would have wider duties – to protect students as well as creditors;
- Statutory insolvency was a back stop; the DfE plan to use a non-statutory route in the first instance, including commissioning an Independent Business Review;
- The Education and Skills Funding Agency (ESFA) would end the current Policy of offering Exceptional Financial Support (EFS) to colleges from 31 March 2019.

It was important that the Corporation Board was aware of the new College Insolvency Regime and the Vice Principal: Finance and Corporate Services explained that the key to avoiding insolvency was to maintain good financial health. Appended to the Report were extracts from the DfE Guidance which were relevant for Governors and also a Question and Answer document that had been issued by the Association of Colleges which included a specific Governor related question. The full DfE Guidance had been uploaded to the Governors’ Portal.

## **19. HIGHER EDUCATION (HE) STUDENT IN-YEAR PERFORMANCE 2018/19**

ii) Blackburn College Annual Quality Report for Lancaster University – Reflections on the Academic Year 2017/18 and Action Plan for Implementation in 2018/19 – The Board received a

Report which provided an overview of the quality processes relating to the College's collaborative partnership with Lancaster University, including annual programme reviews, External Examiner and Programme Consultant reports, validation and re-validation events, National Student Survey results, Student Awards and Board, the University Centre Retention Plan, Teaching Excellence Framework and Staff Approvals.

Members were advised that the Annual Quality Report had been presented to Lancaster University's Programme Management Group on 6 March 2019 and would be approved at the Collaborative Partnership Teaching Committee on 22 March 2019.

iii) Higher Education Restructure – The Corporation Board received detail of the new HE structure for Management within the University Centre. The Report provided the drivers for the restructure and detail of the changes to the Committee Structures within Higher Education.

It was **AGREED** that a Report would be presented to the Learning and Quality Committee to detail how the new Committee Structure would monitor Completion and Continuation Rates within the University Centre.

**Action: Vice Principal: Curriculum and Quality**

## **20. KEY POINTS FROM COMMITTEE MEETINGS**

*It was **AGREED** that Item 20 (iii) would be taken as the first item under this agenda item.*

iii) Standards, Quality and Student Experience Committee – 12 February 2019 – The Chair of the Standards, Quality and Student Experience Committee provided an update on the key discussions from the meeting held on Tuesday 12 February 2019, noting that many had been covered through the agenda.

The Board was advised that the meeting had been more focussed and in-year Attendance, Retention, and Progress had been examined. Whilst progress was being made, there were areas of the curriculum which required further work.

The Committee was now receiving much more detail and explanations of what was not going well and what was being done about these areas, noting that performance management was taking place.

The consistency and pace in Teaching and Learning were key and needed to continue; which would be quantified by the outcomes for learners.

### ***16:47 Mark Allanson left the meeting.***

Updates from the following Committee meetings were also received, many of the items that had been discussed at the Committee meetings had been covered through the Corporation Board agenda.

- i) Audit Committee – 26 February 2019
- ii) Policy and Resources Committee – 4 March 2019
- iv) Governors' Ofsted Oversight Improvement Group – 28 November 2018
- v) Governance Panel – 4 February 2019

## **21. RISK MANAGEMENT – RISK REGISTER**

An update on the College's Risk Register for 2018/19, which had been previously reviewed by the Executive Team on 31 January 2019 and considered in detail by the Audit Committee at its meeting on 26 February 2019, was received.

It was reported that four risks remained high level, these being reduction in Government funding, failure to meet income targets and failure to meet enrolment targets, due to recruitment challenges, plus failure to deliver quality improvement and achieve a successful outcome at Ofsted. Action plans were in place to mitigate. A new Risk had been added to the Human Resources section of the Risk Register linked to Industrial Action and three Risks had also been flagged for removal; these were documented within the Report.

## **22. INSOLVENCY REGIME**

This item had been covered earlier in the meeting.

## **23. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT MID-YEAR REPORT 2018/19 (INCLUDING APPRAISALS)**

The Director: Human Resources and Organisational Development provided the Board with the half-year update Report on the core Human Resources and Organisational Development data sets for the period 1 August 2018 to 31 January 2019. The key issues identified within the Report were discussed in detail. The Report had been considered in detail at the Policy and Resources Committee on 4 March 2019.

The Board was advised that the staff turnover percentage did not include data following the restructure process that had commenced in November 2018.

Absence rates were noted as being 0.58% higher than at the same time in the previous academic year. The College was supporting staff to return to work and the Director: Human Resources and Organisational Development advised that the College had recently invested and launched an Employee Assistance Programme (EAP) which provided 24-hour support. Whilst the College would not receive detail on who had used the service, statistics on the number of users would be available. The Principal and Chief Executive added that weekly updates were received by the Executive Team however staff sickness/absence had an impact on other staff who were required to provide cover.

The College was investing in Leadership and Management with the completion of the Aspiring Managers programme as part of the Succession Planning and also the delivery, with Dudley College, of a CMI Level 7 Leadership and Management training programme as part of the College's Strategic College Improvement Fund.

It was reported that the Appraisal completion rate was currently at 66% and, in answer to a question from a member of the Board, it was noted that appraisals were being closely monitored by the Executive Team and College Leadership Team. The College had invested in a new online Appraisal system (CollegiP) and all Appraisals had to be completed by the end of April 2019.

## **24. GOVERNOR CHAMPIONS' UPDATE**

There were no updates received from the Governor Champions.

## **25. SINGLE EQUALITY ACTION PLAN AND ANNUAL REPORT 2017/18**

The Board received the Single Equality Action Plan and Annual Report 2017/18 which had been previously considered by Academic Board on 5 February 2019 and Standards, Quality and Student Experience at its meeting on 12 February 2019.

Received for information, the Report provided an overview of all College activity in relation to Equality and Diversity protected characteristics and provided a summary of the key issues in relation to Learner Quality and Workforce Equality included in the Single Equality Action Plan for 2017/18.

**26. LANCASHIRE COLLEGES HEADLINE BENCHMARKING 2017/18**

A Report which provided the headline financial position of the Lancashire Colleges for 2017/18 was received by the Corporation Board, for information. The Report had been previously reviewed by the Executive Team and received by the Policy and Resources Committee at its meeting on 4 March 2019.

**27. INTERIM SAFEGUARDING REPORT – ASSURANCE CHECK FOR 2018/19**

Members received a detailed Report, for information, which gave the Corporation Board assurance that the College was fulfilling its statutory duty and provided an update on the Safeguarding activity and themes for period September 2018 – February 2019.

**28. DfE COLLEGE GOVERNANCE GUIDE**

The Board received a Report which provided an update on the Department for Education (DfE) Governance Guide, which had replaced the ‘College Governance: a guide’ previously published by the Department for Business, Innovation and Skills (BIS) in 2014.

The Guide covered the legal and regulatory requirements and recommended practice that applied to Further Education corporations.

**29. ANY OTHER BUSINESS**

i) Jubilee Square – Members were advised that as part of the development of Jubilee Square, the Council would be erecting a statue of Barbara Castle outside the Victoria Building. In terms of the Adoption agreement between the College and Blackburn with Darwen Borough Council, the Corporation Board **APPROVED** delegated authority to the Chair of the Corporation Board and Vice Chair of the Corporation Board to approve the agreement in accordance with the plans submitted for the area.

ii) Bursary Policy – The Vice Principal: Finance and Corporate Services reported that the Bursary Policy needed to be updated to include the Appeal process. Delegated Authority was **AGREED** for the Chair or the Corporation Board and Vice Chair of the Corporation Board to approve the changes.

**30. REVIEW OF MEETING**

The Chair thanked members for their attendance and contribution to the meeting, noting that work would continue on the restructure of the agenda going forward. It was acknowledged that the Mid-Year Review and the Corporation Board Meeting had been useful, there had been challenge and members felt that the College was moving in the right direction.

**31. DATE AND TIME OF NEXT MEETING**

Friday 5 July 2019 at 2.00pm.

Signed: .....

Date: .....