

North Warwickshire and South Leicestershire College

MINUTES OF A MEETING OF THE CORPORATION

Thursday 11th July 2019 at 6pm in the Conference Centre at the Nuneaton Campus

Present: Mrs Karen Baxter, Mr Martin Cooke, Mr Jerry Hutchinson, Prof Ray Linforth, Mr Anil Majithia (tele-conference), Mrs Marion Plant, Mr Clive Read, Mrs Tracey Simkins and Miss Charlotte Walton.

In attendance: Mr Paul Fletton (Deputy Principal), Mr Raj Joshi (Executive Director Corporate Services), Mr David Poole (Executive Director Finance & Risk) and Mrs Rachel Marshall (Clerk).

Before the start of the meeting Members received a presentation from Chris Nixon Director Student Experience and Support on Careers Education, Advice and Guidance delivery by the College and the implementation of the Gatsby Benchmarks.

The meeting was quorate.

1. Routine and Standing Items

1.1 Apologies

Apologies were received from Mr Chris Brewer, Dr Paul Cashian, Mrs Karen Chouhan, Mr Duncan Cooper and Mrs Phoebe Edwards.

1.2 Declarations of Interest

The following declarations of interest were received:

- i. Marion Plant - agenda items 4.2 and 9.4.
- ii. Karen Baxter - agenda item 4.2.

1.3 The Minutes of the Last Meeting

The minutes of the last meeting held on Monday 25th March 2019 were approved. (Proposer: Jerry Hutchinson; seconder: Clive Read).

1.3.1 Schedule of Actions

See attached Schedule.

- i. Action 54. Paul Fletton explained that significant steps had been taken to improve the outcomes of the NSS survey. As a consequence, responses to the survey had increased to 78% from 60% in the previous year and the outcomes in a number of the 5 survey categories were above benchmark. The College had also carried out an internal survey using the same questions as the NSS survey. This survey captured a larger number of HE students thereby providing a larger sample (220 students). The response rate was 83% which was a 7% increase on the previous year.

Following discussion, Members sent their congratulations to Carrie-Anne Abdulai, the Director for HE and the HE team.

1.3.2 Matters Arising

There were no matters arising.

1.4 Chair's Action

Ray Linforth reported that he had taken the following Chair's action since the last meeting; namely approving the Principal's travel to Kazan in Russia on 22nd-27th August 2019 for the WorldSkills competition.

Ray Linforth then informed Members that on 10th May 2019 Duncan Cooper had, by Chair's action (as Vice-chair acting in the Chair's absence):

- approved the supply of electricity by Total Gas and Power for a period of 36 months;
- approved the supply of gas by Gaz Prom for 36 months; and
- delegated the power to sign the contracts, on behalf of the Corporation, to David Poole.

2. Strategic Development

2.1 Principal's Strategic Update

Marion Plant introduced her briefing presentation and emphasised the following issues which arose from it:

i. Regional Context:

- The College had received an allocation from the West Midlands Combined Authority to provide digital re-training with a Coventry based focus. This allocation was as a result of a bid and had therefore not been included in the budget.

ii. The Midland Academies Trust Update

- Heath Lane Academy had just received an Ofsted inspection.

At the conclusion of Marion Plant's presentation, Members highlighted that it was very pleasing to see so much good news in view of the challenging year, and that Marion Plant and her team ought to be congratulated.

2.2 Confidential Item - Accommodation Strategy

2.3 Strategic Objective Monitoring 2018/19-2021

Paul Fletton introduced the paper and summarised the following aspects:

- i. Approaching the year-end, the themes evident throughout the year continued, with progress against the majority of objectives being rated amber or green.
- ii. Progress against the 6 objectives currently rated red, was set out in the paper.

Members questioned the following matters:

- ii. Why was the development of a bespoke Customer Relations Management System (CRMS) necessary?

Paul Fletton explained that the CRMS which had been 'bought-in' had not achieved everything required of it, particularly as it did not integrate with the College's own systems, especially the Box. It had therefore been decided that a software developer would be recruited to develop a bespoke system using the Box.

- iii. Whilst many objectives had been rated as green, there were still a significant number which were rated as amber, although the completion dates had not been changed. Shouldn't these dates therefore be changed to reflect the date when the actions would be completed? It would also be helpful to see what actions had and hadn't been completed using a percentage scale to enable Members to track progress.

Paul Fletton explained that the milestone dates were not changed as they were annual objectives which should be completed by the end of the academic year.

Marion Plant agreed that a consistent approach which tracked progress was required.

ACTION 63 DP

Following discussion, Members received the paper.

2.4 Draft Strategic Plan 2019/20

Marion Plant introduced the paper and gave the following overview:

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- i. The steers provided by Members at the Strategy Day had informed the development of the objectives for 2019/2020, which was the third and final year of the College's current three year strategic plan.
- ii. SMART targets for the objectives were yet to be developed as approval from Members to the headline objectives was sought. The document presented to Members was also a 'public-facing' document and as such would not contain the level of detail which would be presented to Members during the next year.

Members interrogated the paper:

- i. Would the 2019/20 plan inform the next Strategy Day, taking place in January 2020?
Marion Plant confirmed that it would.
- ii. Was the development work with Coventry and Warwickshire Chamber of Commerce included in the Accommodation Strategy?

Marion Plant confirmed that it was, although the detail was not shown.

Following discussion, Members received the paper and approved the Strategic Plan 2019/20. (Proposer: Jerry Hutchinson; seconder: Martin Cooke).

2.5 Corporation Strategy Day Steers and Outcomes

The Clerk introduced the paper which presented the outcomes and actions arising from the Strategy Day. A number of the actions had already been implemented and those which were outstanding would be added to the Schedule of Actions for the next meeting in October 2019.

ACTION 64 CLERK

Following discussion, Members received the paper.

2.6 Confidential Item - Update on FE Commissioner Recommendations and Visit

3. Learning, Teaching and Assessment (LTA)

3.1 Learning, Teaching and Assessment KPI Dashboard Update

Paul Fletton introduced the paper and explained that the dashboard had been presented to the Students, Learning & Quality Committee and refreshed for the Corporation meeting. Paul Fletton then provided the following summary:

- i. National and other benchmarks had been included at Members' request.
- ii. While not delivering to the targeted level of improvement in lesson observation performance, the position represented progress from the position in 2017/18.
- iii. College attendance had improved since January 2019. Further improvement would be achieved following the review and revision of registers ensuring accurate attendance information reporting as students finalised their courses and were completed off the register.
- iv. Outstanding completions had increased significantly in late June 2019 as the teaching year ended, due to the inevitable processing lag. Achievements to date were showing a 10% increase on 2017/18 for education and training and apprenticeships. There was confidence that the achievement target would be realised despite retention figures being rated as 'amber. Focused intervention work had positively impacted on those retained students so that they would achieve.
- v. For 24+ apprenticeships it was likely that achievements rates would dip below both target and prior year performance due to a number of legacy issues.
- vi. 68% of students were 'on target' although the Box was currently showing this as 73%. The target of 75% therefore looked increasingly achievable.

Members interrogated the paper, and raised the following challenge; what was happening next year to ensure the average class size target would be achieved, unlike this year?

Paul Fletton explained that there were two areas being addressed for 2019/20 which would support the achievement of the target. Firstly, improved timetabling processes and ensuring that clarity on actual class sizes was sought by the second week of term, would support achieving the required class sizes from the start of term (although in a number of circumstances smaller groups would be tolerated). Secondly, ensuring that students were retained. This would also impact staff utilisation.

Following discussion, Members received the paper.

3.2 Curriculum Strategy 2019/20-2021/22

Paul Fletton introduced the paper and provided the following overview:

- i. The Curriculum Strategy set out the College's core business and all other College strategies were consistent with it. The Curriculum Strategy also informed the medium term business plan and drove finance.
- ii. The Strategy had been reviewed in detail by the Students, Learning & Quality Committee and steers provided by Members at that meeting had been included in the final draft.
- iii. A number of 'golden threads', such as climate change, the use of plastics and a RESPECT agenda were common themes throughout the Strategy.
- iv. The Strategy contained a section on pedagogical principles that the College had determined to adopt. These included the development of an 'inclusive' curriculum. Members had specifically supported this development and had provided examples to be incorporated into the Strategy.
- v. Engagement had been sought from all levels throughout the College and the Strategy demonstrated clarity and depth and explained how it would be implemented and what impact was expected. This cross-College approach had been very positive.

Marion Plant highlighted the extensive consultation with stakeholders which had taken place.

- vi. For each of the strands in the Strategy, such as HE, a sense-check had been sought from stakeholders including the Local Enterprise Partnerships, local authorities and employers, who had given some very positive feedback which the College had acted upon.

Members highlighted the following matters:

- i. The Strategy had been very interesting to read and useful to understand what the College was about.
- ii. During its scrutiny of the Strategy, the Students, Learning & Quality Committee had highlighted its clarity.

Following discussion, Members approved the Curriculum Strategy 2019/20-2021/22. (Proposer: Ray Linforth; seconder: Charlotte Walton).

3.3 Students, Learning & Quality Committee Assurance Reports and Minutes from 13th June 2019

Members received the assurance report and noted the minutes.

4. Financial Matters and Arrangements for Internal Control

4.1 Confidential - Review of Year-End Financial Outturn

4.2 **Confidential - Medium Term Business Plan 2019/20-21/22 including the Annual Budget 2019/20**

(Anil Majithia joined the meeting by conference call at 7.05pm)

(Anil Majithia left the meeting at 7.20pm)

4.3 **Internal Audit Plan 2019/20**

David Poole introduced the paper explaining that the College and The Midland Academies Trust Audit Committees had met in May 2019 to discuss each organisation's internal audit needs. From the steers provided at that planning meeting RSM, in conjunction with himself, had developed an internal audit plan. The plan had been scrutinised by the Audit Committee at its meeting in June 2019 and was being recommended to the Corporation for approval. If the College's internal audit needs changed, the Committee could request amendments be made to the plan.

Following discussion, Members received the paper and approved the Internal Audit Plan 2019/20. (Proposer: Martin Cooke; seconder: Clive Read).

4.4 **Confidential - Sub-contracting: Recommendation for Approved Sub-contractors 2019/20**

4.5 **Waste Management Contract Recommendation**

David Poole introduced the paper and provided Members with an overview of the recommendation.

Members asked whether the College had served a notice period.

David Poole confirmed that this was the case.

Following discussion, Members received the paper and approved the award of the waste management contract to Suez for a 4 year term. (Proposer: Marion Plant; seconder: Jerry Hutchinson).

4.6 **Reprographics Contract Recommendation**

David Poole introduced the paper and provided Members with an overview of the recommendation.

Following discussion, Members received the paper and approved the award of the reprographics contract to Ricoh for a 5 year term. (Proposer: Ray Linforth; seconder: Tracey Simkins).

Members then questioned whether it was possible to delegate the approval of these type of contracts to provide more 'space' on Corporation meeting agendas.

The Clerk indicated the reason that Corporation approval was required was because the Corporation approved Financial Regulations required Corporation approval for contacts worth £100k and over. It was therefore a matter for Members to determine approval levels.

Members requested that advice be taken from the internal audit service on this point before the Corporation discussed this matter more fully. **ACTION 65 EDFR**

4.7 **College Risk Report 2018/19**

David Poole introduced the paper and highlighted that the paper had been presented to the Audit Committee at its last meeting. The Committee had scrutinised the high and medium level risks. The majority of risks would achieve their end-of-year targets.

Following discussion, Members received the paper.

4.8 **Resource Committee Assurance Report and Minutes from 2nd May and 27th June 2019**

Following discussion, Members received the assurance report and noted the minutes.

4.9 Audit Committee Assurance Report and Minutes from 4th March 2019

Following discussion, Members received the assurance report and noted the minutes.

5. Governance

5.1 Report on the Affixing of the College Seal

Members noted the College Corporation Seal had been affixed to the following documents:

- i. A Conditions of Funding Agreement Between the Greater London Authority and North Warwickshire and South Leicestershire College, authenticated by Ray Linforth and Clive Read on 14th June 2019.
- i. A Deed of Surrender Relating to the Second and Third Floors of the Premises known as the Bobbin Factory, being part of South Leicestershire College, Canal Street, South Wigston, Leicester, between North Warwickshire and South Leicestershire College and Leicestershire County Council, authenticated by Ray Linforth and Clive Read on 14th June 2019.

5.2 Outcomes of Nominations for Chair and Vice-chairs

The Clerk reported that nominations had been received and seconded for Ray Linforth as Chair, and Duncan Cooper and Anil Majithia as the Vice-chairs. Consequently, they were appointed to those roles for the academic year 1st August 2019 to 31st July 2020. No Member had indicated the need to change the practice of appointing two Vice-chairs.

Ray Linforth, on behalf of himself, Duncan Cooper and Anil Majithia thanked Members for their confidence.

5.3 Adoption of the Senior Post Holder Remuneration Code

The Clerk introduced the paper and summarised the People Strategy & Governance Committee's proposal.

Following discussion, Members approved the adoption of:

- the amendment to the Code of Good Governance for English Colleges (CGGEC); and
- the ratified Colleges' Senior Post Holder Remuneration Code (the Code) and AoC Explanatory Notes And Guidance.

(Proposer: Ray Linforth; seconder: Clive Read)

5.4 Determined Number, Re-appointment, Co-option and Committee Structure and Membership for 2019/20

The Clerk introduced the paper and summarise the proposals recommended by the People Strategy & Governance Committee. She then explained that Phoebe Edwards, who was standing down as a Member due to personal circumstances, was currently considering whether she was able to seek co-option to the Resource Committee. The Chair had suggested that Phoebe Edwards be co-opted to save seeking her co-option via electronic resolution. If she was unable to make the commitment, Members could be notified and withdraw the co-option at the October 2019 Corporation meeting:

Following discussion, Members approved the following matters:

- i. A determined number of 15.
- ii. The re-appointment for 12 months of:
 - Paul Cashian
 - Jerry Hutchinson.

The re-appointment of Martin Cooke for a period of 4 years.

- iii. The co-option of:
 - Trusha Lakhani to the Audit Committee for a period of 12 months;
 - Sian John to the Students, Learning & Quality Committee for a period of 12 months.
 - Phoebe Edwards to the Resource Committee.
- iv. The committee structure to remain unchanged with the continuation of the following Committees:
 - Audit Committee
 - Resource Committee
 - Students, Learning & Quality Committee
 - People Strategy & Governance Committee
- v. The Estates Task and Finish Group to be dissolved and for the Resource Committee to undertake oversight and scrutiny of the partial-disposal of the Nuneaton Campus project going forward.
- vi. Committee Membership to be as set out in the paper.

(Proposer: Marion Plant; seconder: Tracey Simkins)

Note: Jerry Hutchinson and Martin Cooke left the meeting when their appointments were discussed and returned thereafter.

5.5 Annual Review of Committee Terms of Reference

The Clerk introduced the paper which presented a recommendation from the People Strategy & Governance Committee for Members to approve the current Committee terms of reference, with an amendment to the Audit Committee membership to “between three and five members.”

Following discussion, Members approved the current Committee terms of reference and agreed the amendment to the Audit Committee membership to “between three and five members.” (Proposer: Ray Linforth; seconder: Jerry Hutchinson).

5.6 Schedule of Matters Reserved & Scheme of Delegation

The Clerk introduced the paper which presented a recommendation from the People Strategy & Governance Committee for Members to approve the addition of two further delegations to be included within the Scheme of Delegation.

Following discussion, Members approved the inclusion of the following delegations:

- i. The Chair of the Audit Committee to sign the annual External Auditors’ engagement letter.
- ii. The Accounting Officer to sign the Office for Students annual assurance statement for FE and sixth form colleges on behalf of the Corporation.

(Proposer: Tracey Simkins; seconder: Clive Read).

5.7 People Strategy & Governance Committee Assurance Report and Minutes from 5th June 2019

Following discussion, Members received the assurance report and noted the minutes.

6. Consent Agenda

6.1 Policies and Matters for Approval

6.1.1 Financial Regulations 2019

Members approved the Policy on the recommendation of the Resource Committee. (Proposer: Ray Linforth; seconder: Clive Read).

6.2 Matters For Note

6.2.1 Corporation Meeting Schedule

Members noted the meeting schedule for 2019/20.

6.2.2 Outcomes from Written Resolutions

Members noted the approval by a majority of Members of:

- i. The appointment of RSM Tenon as the College's internal audit service provider for a period of three years, with an optional 2 year extension, starting from 1st August 2019, on Monday 20th May 2019 at 10am.

Note: Phoebe Edwards indicated a conflict of interest and took no part in the appointment process.

- ii. A cleaning contract award to Churchill on a 3 year + 24 month term, on Thursday 13th June 2019 at midday.

7. Other Matters

7.1 Release of Papers

Members agreed to the release of papers with the exception of:

- i. Agenda item 2.2 Accommodation Strategy as the paper contained information which was commercially sensitive.
- ii. Agenda item 2.5 Corporation Strategy Day Steers and Outcomes as the paper contained information which was commercially sensitive.
- iii. Agenda item 2.6 Update on FE Commissioner Recommendations and Visit as the paper contained information which was commercially sensitive.
- iv. Agenda item 4.1 Review of Year-End Financial Outturn as the paper contained information which was commercially sensitive.
- v. Agenda item 4.2 Medium Term Business Plan 2019/20-2021/22 as the paper contained information which was commercially sensitive.
- vi. Agenda item 4.4 Sub-contracting: Recommendation for Approved Sub-contractors 2019/20.
- vii. Agenda item 4.5 Waste Management: Procurement Recommendation for Approval as the paper contained information which was commercially sensitive.
- viii. Agenda item 4.6 Reprographics Contract: Procurement Recommendation for Approval as the paper contained information which was commercially sensitive.
- ix. Agenda item 4.7 College Risk Report 2018/19 as the paper contained information which was commercially sensitive.

7.2 Date of the Next Meeting

Members agreed the date of the next Corporation meeting as Thursday 10th October 2019 at 6pm at the South Wigston campus.

Ray Linforth then highlighted that Charlotte Walton, who had been appointed as a Student Member for 12 months was reaching the end of her tenure. He thanked Charlotte Walton for her work and commitment and for taking a full and active part in Corporation and Students, Learning & Quality meetings during the year. He also congratulated Charlotte Walton for the

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community award that she had recently received from Hinckley Borough Council in its Making a Difference Awards for 2019.

In answer to a question from Ray Linforth, Charlotte Walton indicated that she would be returning to College in the autumn to study drama at the Hinckley Campus, and was hoping to then progress to Birmingham University to study events management. She confirmed that she would like to express an interest in becoming a Student Member for another year.

On behalf of herself and the Executive. Marion Plant thanked Members for their support through what had been a very challenging academic year.

On behalf of Members. Jerry Hutchinson thanked Marion Plant and the Executive for the great efforts they had made to manage the challenging year.

Karen Baxter, Charlotte Walton, Paul Fletton and Raj Joshi then left the meeting at 8.10pm.

8. Confidential Matters

Matters on this agenda were dealt with.

9. Confidential Agenda for External Members Only

Matters on this agenda were dealt with.

The meeting finished at 9pm

Signed: (Chair) Date: