

CORPORATION BOARD

Minutes of a Meeting 10.00am on Thursday 14th July 2011 Gwynne Holford Room

Present: Mr Graham van der Lely (Chair) (GvdL)
Mr Martin Baber (MHB)
Mr Bob Barnett (RB)
Mrs Rosamund Blomfield-Smith (RBS)
Mr Mike Burton (MB)
Mr Duncan Clegg (DC)
Mr David Crawford (DC1)
Mr Mark Davison (MJD)
Councillor Tony Hicks (AH)
Mrs Jane Holderness-Roddam (JHR)
Mr Edward Keene (EK)
Professor Ron Ritchie (RR)
Mr Malcolm Wharton (MW)
Mr Charles Whitehouse (CW)

In Attendance: Mr Graham Ledden (GL)
Dr Stephen Waite (SW)
Mrs Lesley Worsfold (LW)

Apologies: Mr David Barnett
Mrs Barbara Buck
Ms Laura Entwistle
Mr Alfred Morris
Mr Miles Murphy
Mr Ken Nottage
Mr Luke Rake
Mr David Seymour

Minutes: Mr Rob Lee

| | ACTION | ACTION DATE |
|--|--------|-------------|
| <p>The Chair advised that a number of governors in their responses to the Corporation Self Assessment Questionnaire had indicated that they would like to see more time made available for the more important issues. We are therefore trialling a new format agenda at this meeting which hopefully will meet this need.</p> <p>A presentation was given by Mrs Lesley Worsfold, Director of HR and Residential Services on Safeguarding.</p> | | |

| | | ACTION | ACTION DATE |
|--|---|---------------|--------------------|
| 01/11 Apologies | <p>Apologies were received from Mr D Barnett, Mrs B Buck, Ms L Entwistle, Mr A Morris, Mr M Murphy, Mr K Nottage, Mr L Rake and Mr D Seymour.</p> <p>The Principal believed that meetings should be arranged wherever possible in term time to allow student representatives to attend. The Clerk advised that this would be the only meeting that students would find difficult to attend and it was at this time of the year for governors to discuss budget and 3 year forecast. The Clerk confirmed that the student representatives were offered expenses to attend.</p> | | |
| 02/11 Declaration of Interest. Paper C02/07/11. | <p>The Clerk advised that member's interests would be taken as those disclosed in the Register of Members Interests. There were no declarations of members interests for agenda items.</p> | | |
| 03/11 Minutes of the Last Meeting. Paper C03/07/11. | <p>Minutes of the meeting held on the 3rd March 2011 were agreed to be a true and accurate record and signed by the Chair.</p> | | |
| 04/11 Matters Arising | <p>04.1 (5.3) Confirm viable cohort for A Level students.</p> <p>GL advised that a cohort of 120 students would achieve a break even situation and that the projected number of 132 for September would give a positive contribution. MW doubted this calculation as international numbers had been included.</p> <p><i>The calculation of what makes a viable cohort of A Level students will be reviewed.</i></p> <p>04.2 (5.6) Clarify Library Staffing.</p> <p>MW advised that UWE had been running our Library Services since 1997 but with the Faculty of Health and Social Care leaving the campus the management of the library was transferring back to the College. MW advised that we were currently advertising for Learning and Resource Manager. LW advised that when appointed this would bring the staffing level to 3.7 FTE's against a UWE staffing level of 13 FTE's. MW advised that costs would be £146K against a budget of £170K. In response to AH MW confirmed that a number of library staff had been leaving and confirmed to DC1 that the situation on staffing levels will be monitored. In response to MJD MW agreed that the increasing use of electronic information was leading to a need for less staff.</p> <p>04.4 (6.0) Review actions from Governors' Strategic Planning Day. Paper C04.4/07/11</p> | MW/GL | 20/10/11 |

| | ACTION | ACTION DATE |
|---|---------------|--------------------|
| <p>04.4.1 Update on Centre for Rural Business. Paper C04.4.1/07/11</p> <p>In the absence of LR MW advised that the restructuring of the Centre for Rural Business was now complete bringing it in line with the significant reductions in funding. There had been seven redundancies. The Report from LR was noted.</p> | | |
| <p>04.4.2 Update on 14-16 Engagement. Paper C04.4.2/07/11.</p> <p>In the absence of LR MW referred Members to Report and advised that with less finance being available to schools there would be less collaboration with colleges. This would lead to less 14-16 students coming to the College for courses. Schools with sixth forms are feeling the effects of funding harmonisation. MW advised that there were a number of opportunities and outlined a meeting that had already taken place with an local grammar school to investigate areas of possible collaboration.</p> <p><i>The next Meeting will be updated.</i></p> | LR | 20/10/11 |
| <p>04.4.3 Update on "Millfield Model".</p> <p>Discussions with local grammar school noted as above.</p> <p><i>The next Meeting will be updated.</i></p> | MW | 20/10/11 |
| <p>04.4.4 Update on HE Provision.</p> <p>GvdL confirmed that the Government White Paper had been issued and SW had sent a briefing paper to governors for information. SW advised that this was still work in progress and we were now at the consultation stage, the results of which would be available in October 2011. SW advised that there would be less funded units leading to a reduction in numbers of some 8% per year. In response to AH SW confirmed that this would be performance related and in response to RBS SW confirmed that through the Academic Agreement with UWE any reduction to them would be passed to us. SW believed, however, that we were in a much better position than most colleges due to our strong relationship with UWE. RR confirmed that UWE's Access Agreement had been signed off and that the Vice Chancellor has offered to come and outline the situation to governors. GvdL confirmed that we will take up this offer but more clarification was required on funding issues before this should happen. GvdL advised that UWE were at the top end of the fees table at £8400 but there were a considerable number of institutions charging fees in excess of £8000. RR confirmed that UWE would be offering a considerable package to encourage students.</p> <p><i>It was agreed that an HE options paper will be put to the next Meeting.</i></p> | MW/SW | 20/10/11 |
| <p>04.4.5 Update on the affect of achieving UWE KPI's on student numbers.</p> <p>SW advised that performance to KPI's was progressing and would be reported to the Quality and Standards Committee.</p> | | |
| <p>04.4.7 Update on student accommodation.</p> | | |

| | ACTION | ACTION DATE |
|--|--------|-------------|
| <p>GL advised that we had now received prices to purchase and clad the Dingle student accommodation and with fees this should be no more than £650K considerably less than the initial estimate. GL confirmed that application for planning approval was now ready to proceed and that he had had initial conversations with the bank. Dialogue with the SFA could now commence. MW confirmed that demand for accommodation was still high. GL advised that after the last GMC Meeting he had advised Sodexo of the Colleges decision not to proceed with sell and lease back of student accommodation until a new Principal has been appointed. He has received no response.</p> | | |
| <p><i>Approval was given to purchase and clad Dingle student accommodation at a cost of no more than £650K provided planning and necessary funding is received.</i></p> | MW/GL | Immediate |
| <p>04.4.10 Update on the "Big Society".</p> <p>SW advised that we were looking to increase our support by students to local schools and whether our transport could also be utilised in this area. AH advised that the subsidy on transport was being reduced by the local authority and rural communities would suffer. MW felt that it would be difficult to allow our transport to be used by general public due to safeguarding issues. DC1 believed that we should try and find out what the local community is asking from us and what we can provide.</p> <p><i>The next meeting will be updated.</i></p> <p>04.4.11 Update on external bursary funding.</p> <p>DC1 believed this to be a big area of opportunity and that more and more institutions were majoring in this area and raising significant amounts to help widen participation. This needs to be well thought out and a plan put in place with one of the most important features being an alumni database that is up to date. MW felt that we may need to buy in expertise. RR suggested that we may wish to speak to UWE who have already made some progress in this area.</p> | | |
| <p><i>It was agreed that discussions should take place with UWE before a plan is put in place. The next meeting will be updated.</i></p> | MW | 20/10/11 |
| <p>04.4.13 Update on improving communication with industry.</p> <p>Methods of communication with industry had been reviewed and a paper outlining proposals for management to carry forward had been discussed at the last meeting of the Quality and Standards Committee.</p> <p>04.5 (9.0) Mr Keene as Link Governor for Animal and Land Sciences.</p> <p>SW confirmed that Mr Keene had been contacted.</p> | | |

| | ACTION | ACTION DATE |
|---|---------------|--------------------|
| <p>04.6 (10C) Update on Sports Academy Roof.</p> <p>MW advised that we were awaiting estimates before going out to tender.</p> <p>A copy of the updated Action Plan is attached to the Minutes</p> <p>Mr D Crawford left the Meeting.</p> | | |
| <p><u>Part 1 Priority Agenda Items</u></p> <p>05/11 Receive Principals Report. Paper C05/07/11.</p> <p>The Principal presented his Report covering the period April to July 2011.</p> <p>05.1 SFA and YLPA Funding</p> <p>MW confirmed that we are on target to achieve our allocation as Appendix MW1. For 16-18 we will be approximately £400K over allocation which should be consolidated into future funding.</p> <p>05.2 HE Funding</p> <p>MW confirmed that our final submission to UWE showed that we are on our MASN target but under our budgeted recruitment and we have therefore made a downward adjustment of £127K in our predicted HE income.</p> <p>05.3 Recruitment for 2011/2012</p> <p>MW advised that currently FE recruitment was showing a 7% increase for next year and HE numbers were about the same as this year. Figures as in MW2.</p> <p>05.4 Ofsted</p> <p>MW confirmed that we had been selected as nationally outstanding in Ofsted best practice visit in December 2010.</p> <p>05.5 Campus Developments</p> <p>MW advised that the Academic Centre at Home Farm is on time and budget and will be available for the new academic year. The new Rubber Crumb is completed and in use and the Modern Pentathlon Shooting Range is complete. Planning is to be sought for new stables to replace those being vacated at Maisemore. UWE Faculty of Health and Social Care will be leaving the site in August and the building they occupy will become an HE learning zone and be named "Niel Curwen HE Learning Centre"</p> <p><i>Mr Curwen will be advised that the building is to be named after him and further advised that there will be naming ceremony on a date still to be fixed.</i></p> | <p>GvdL</p> | <p>Immediate</p> |

| | | ACTION | ACTION DATE |
|-------|---|--------|-------------|
| | <p>05.6 FE Prize Day</p> <p>EK advised that he was impressed with the sporting achievements that the Principal had outlined in his speech at FE Prize Day and it is an opportunity to market our success. MHB felt that we should also include our academic achievements. MW advised that he was looking at taking out adverts in regional newspapers to outline our sporting and academic achievements. MW advised that we could re-visit the need for an Annual Report that had been discussed on a number of occasions previously. In response to RBS MW advised that the Report would be aimed at stakeholders not solely as a recruiting tool. RB advised that at little extra cost reports with slight differences aimed at specific sectors was now a possibility.</p> <p><i>It was agreed that the Principal would investigate the costs of producing an Annual Report and delegated the power to decide whether such a report should be produced and distributed.</i></p> <p>The remainder of the report and managers reports were taken as read.</p> | MW | Immediate |
| 06/11 | <p>Approve College Budget for 2011/2012. Paper C06/07/11.</p> <p>GL advised that the proposed budget had been discussed and recommended for approval by the GMC excluding the proposed pay award which they wished to be discussed by all governors. GL advised that the budget reflected the savings and opportunities outlined at the last Corporation Meeting and included a 2½% pay award. In response to MHB LW advised that there had been no pay award since January 2009 although those staff earning less than £21000 had received £250 and academic staff may have received increments depending on appraisal. In response to AH LW advised that the majority of other colleges would probably not be giving an increase but MW pointed out that we froze salaries ahead of the other colleges. MW advised that recruitment was strong and the budget could allow for such an increase. EK pointed out that the proposed increase was less than the current rate of inflation. GvdL advised that the outcome financially for this year was good. Discussions took place on the level of any pay award and in response to RBS GL advised that ½% pay increase accounted for £50K in costs. EK suggested that we should give the Principal some flexibility in awarding higher rates to some staff but MW advised that he would prefer to give the same rate to all staff. It was noted in the past we had awarded 2% from the beginning of the financial year with a further small percentage in the following January if the College was performing well and could afford it. It was agreed with GL that the budget as presented would not be adjusted but extra costs for payroll would come from contingency.</p> <p><i>The Budget for 2011/2012 was approved allowing for a maximum of a 3% pay increase part of which could be deferred on approval of the Principal.</i></p> | MW/GL | Immediate |
| 07/11 | <p>Approve College 3 Year Forecast 2011/2012-2013/2014. Paper C07/07/11.</p> <p>GL advised that the 3 year forecast had been approved by the GMC excluding the pay award. GL advised that the Colleges Financial Health as</p> | | |

| | | ACTION | ACTION DATE |
|--------------|--|---------------|--------------------|
| | <p>measured on existing basis is Satisfactory but the SFA is introducing a revised way of measuring and this will make our Financial Health grade Inadequate. The ratios in the new formula do not reflect the type of business that the college is and the SFA have suggested that we might be an anomaly. We have therefore self assessed our Financial Health as Satisfactory for each year of the period of the forecast. RB advised that GL had confirmed that the grade is not publically available, although the Bank gets a copy of this forecast, but felt that we should grade ourselves at least satisfactory. GL has met with the Bank and they think the new method suggested is flawed. MW believed that in discussions with the SFA common sense will prevail but if not then we should take up at higher level.</p> <p><i>The 3 Year Forecast 2011/2012-2013/14 was approved with the financial health of the College being graded at least satisfactory.</i></p> | GL | Immediate |
| 08/11 | <p>Approve Risk Management Register. Paper C08/07/11.</p> <p>GL advised that the Risk Register had been approved by Audit Committee. The Risk Management system had recently been audited and we had been given full assurance for the adequacy of the control environment and substantial assurance for the effectiveness of those controls with only one medium recommendation priority. RB requested that there should be a top sheet highlighting the top risks when it is next presented. RBS confirmed that the top risks are discussed at each audit meeting. MW advised that the Royal Forest of Dean College noted in Risk 2.15 was no longer in existence.</p> <p><i>The Risk Management Register for 2011 was approved with the above amendment.</i></p> | GL | Immediate |
| 09/11 | <p>Receive Annual Report on Child Protection. Paper C09/07/11.</p> <p>The Clerk advised that it was a requirement that the governors received a Safeguarding Report on an annual basis.</p> <p><i>The contents of the Report were noted.</i></p> | | |
| 10/11 | <p>Approve Governor Self Assessment Quality Improvement Plan. Paper C10/07/11.</p> <p>The Clerk advised that twelve of the governors eligible had completed the questionnaire and there was a very high level of agreement with 99% of governors "Strongly Agreeing" or "Agreeing" with the Corporation Performance Indicators. There were no areas of major concern. The Clerk advised that the Quality Improvement Plan was aimed at defining actions to overcome governor concerns although this should be taken in the context of 99% agreement of the performance indicators. The plan had been approved by the Search and Governance Committee. There were seven areas that governors believed were not as strong as others and proposed actions were recommended. A particular area of discussion was the appropriate training and development of governors and it was felt that as the business was getting more complex it was time to consider</p> | | |

| | | ACTION | ACTION DATE |
|--------------|---|---------------|--------------------|
| | <i>Member of the Audit Committee.</i> | | |
| 13/11 | <p>Approve amendments to the Child Protection and Safeguarding Policy and Procedures.</p> <p>The process had been amended to take account of changes of responsibility and introduced a new form for completion when there was a cause for concern.</p> <p><i>The Board accepted the recommendation of the Health, Safety and Safeguarding Committee and approved the amendments to the Child Protection and Safeguarding Policy and Procedures.</i></p> | Clerk | Immediate |
| 14/11 | <p><u>Part 3 Documents for Governors to Note</u></p> <p>Minutes of Committee Meetings</p> <p>14.1 Governors, Management Committee 5th May 2011. Paper C14.1/07/11.</p> <p>14.2 Audit Committee 17th May 2011. Paper C14.2/07/11.</p> <p>14.3 Equality and Diversity Committee 25th May 2011. Paper C14.3/07/11.</p> <p>14.4 Quality and Standards Committee 21st June 2011. Paper C14.4/07/11.</p> <p>14.5 Health, Safety and Safeguarding Committee 23rd June 2011. Paper C14.5/07/11.</p> <p>14.6 Governors' Management Committee 28th June 2011. Paper C14.6/07/11.</p> <p>14.7 Search and Governance Committee 30th June 2011. Paper C14.7/07/11.</p> <p><i>The Board noted and accepted the above minutes of Corporation sub-committees.</i></p> | | |
| 15/11 | <p><u>Part 4 Documents for Information</u></p> <p>Procedures and Policies.</p> <p>15.1 College Code of Conduct-amendments made reflecting funding changes. Paper C15.1/07/11.</p> <p>15.2 Governor Role Specifications-updated. Paper C15.2/07/11.</p> <p>15.3 Role Description of Chair of Corporation-new. Paper C15.3/07/11.</p> <p><i>Members of the Board noted the above documents.</i></p> | | |

**Action Points from Governors' Strategic Planning Day
Thursday 25th November 2010
(Updated after Corporation Meeting 14th July 2011)**

| Further Education | Comment |
|---|---|
| 1. College policy on 14-16. Collaboration with other schools? | LR to update the next meeting |
| 2. Positioning of FE. The "Millfield Model" | Ongoing- MW to update next meeting |
| Higher Education | |
| 3. Is there opportunity to co-operate with private providers and HE direct funding to FE Colleges and what will be UWE reaction. Can we operate high level and low level courses? 2 Year Degrees? HNC/HND? Part time provision? | An HE Options Paper will be put to the next meeting MW/SW |
| 4. How will changes to funding and achieving UWE KPI's affect student numbers? | As above |
| General | |
| 5. Where are we with mergers and collaborations? Bicton, Kingston Maurward and Hartpurpury Federation; Cultiva Federation. | Discussed in Closed Session. MW to update next Meeting. |
| 6. Position of the College on "Land Renaissance" | MW to update next meeting |
| 7. Investigate and develop business plans for <ul style="list-style-type: none"> ❖ Hotel ❖ Linked industry Retail Park ❖ South Cerney ❖ Wilderness Centre ❖ Animal visitor attraction. | Ongoing and MW will update next meeting Meeting with Planners. MW to update next meeting. Options review. MW to update next Meeting. MW to update next meeting Costed Plan required. MW to update next meeting |
| 8. Decide what the "Big Society" is and what are the "local community" opportunities. | More information needs to be gathered. MW will update next meeting |
| 9. Investigate external bursary funding. Alumni/Appeals | Discussions to take place with UWE prior to plan being put in place. MW to update next meeting. |
| 10. Purchase of additional farmland | MW to meet with sub committee of farm governors to agree options paper, including whether we can finance, to be put to next meeting of GMC. |