



Before commencing the meeting proper, the Chair took the opportunity to advise that going forward he will not be accepting late or tabled papers unless there is specific approval given by himself and the Principal. He indicated that, in exceptional circumstances, he would then be in a position to explain the rationale. He acknowledged that, given the College's circumstances, there are likely to be exceptions where information is received less than seven days prior to a meeting, but that this will only be scheduled for Board discussion with the joint approval from himself and the Principal. He confirmed the intention to move towards a more structured approach where reports are provided seven days before every meeting. The Chair advised the Board that there is an intention to broaden the agenda to be more balanced around finance, curriculum, quality and culture. He made it clear to the Board that he will always work on the assumption that papers have been read in advance of the meeting.

The Chair also thanked Kate Allsop and Lee Radford for acting as Chair and Vice-Chair respectively over recent months.

**3**      **ACTION PROGRESS REPORT**

The Clerk introduced this item and provided an update on a line-by-line basis. In relation to line 9, it was noted that there was a typographical error and that the figure provided by BDO was £38k and not £250k. It was acknowledged that this change will also need to be made in the minutes of the meeting held on 31<sup>st</sup> January 2019.

AGREED: to note the content of the update provided.

**4**      **STUDENT GOVERNOR REPORT (LEARNER VOICE)**

Robyn Hodgson introduced this agenda item and confirmed that her report was intended to give the Board an overview of the student voice processes in place. She indicated that her written report provides a summary of how the Student Union, in particular, listens to students and gathers their views. She indicated that an important part of the process were 'learner voice', meetings; these are meetings that take place with class and course reps. She drew Governors' attention to the attachments which show the type of issues and topics discussed. She confirmed that any issues raised are RAG-rated to ensure that they are given a priority order and this rolling record is updated regularly.

She indicated that, in addition to learner voice, there is also 'Your Voice' which is a cross-college activity. This is open to all reps, all students and across all sites. This is an opportunity to share experiences, celebrate the positives and look to address the negatives.

The Board all agreed that the report presented was very informative and that it was pleasing to see the work being done. They felt that capturing

Signed : \_\_\_\_\_ Chair

Date:

student views was undertaken systematically with clear mechanisms demonstrating action and response. The Board questioned whether the Student Union feels supported by senior staff. The student union president confirmed that the SU and students feel well supported.

In terms of future updates, it was agreed that the Student Union president would be asked to provide a report once per term.

SU  
President

July 2019

AGREED: to note the content of the update provided.

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### **2017/18 YEAR END**

The interim Finance Director presented this item and confirmed that all matters to be considered have been reviewed by the joint meeting of the FRE & Audit Committees.

#### 1) Financial Statements Audit Management Letter

He explained that this document is prepared by external auditors (KPMG) each year and that it is the appendices which are the important aspects for the Board to consider. He specifically drew governors' attention to a number of points:

- Page 19 – this shows two audit adjustments, the largest of which is a technicality regarding how loans are treated. Because the college breached a bank covenant, the loans have to be stated as being due and owed within one year. There is ongoing discussion regarding covenants going forward and the expectation is that, for the 2019 year end, this position will be reversed and that loans will revert to long-term rather than payable within one year.
- Page 21 – this sets out auditors' observations and recommendations and covers key areas like internal control, regularity etc. He confirmed that all recommendations have been accepted by the college and will be implemented. The implementation of actions will be monitored by the Audit Committee.
- Page 5 – he explained that, at the time of presenting this document to the Audit Committee, there were a number of matters outstanding; one that is documented is auditors' opinion regarding going concern. He explained that auditors have to be satisfied at the time of signing the accounts that the college will remain a going concern for at least 12 months. Their opinion includes a material uncertainty paragraph because the final bank and ESFA documentation providing continuing financial support have not yet been signed. In relation to this, he advised that there were no expected issues and that all was going well in terms of dialogue, and that it was just a matter of concluding the paperwork now. He confirmed that auditors have now completed their final review of all financial statements and they have finalised their audit report.

Signed : \_\_\_\_\_ Chair

Date:



AGREED: to note the content of the Financial Statements Audit Management Letter for the year ended 31<sup>st</sup> July 2018.

## 2) Members Report and Financial Statements

The interim Finance Director explained that the accounts are prepared in a prescribed format, which is why they are lengthy. Again it was reiterated that these have been reviewed in detail by the committees and that any feedback provided has been incorporated. The FRE Committee chair confirmed that this was the case. A number of key matters were brought to the Board's attention:

- Page 29 – this shows the deficit position before tax, which is significant. There has been a positive actuarial variance regarding the pension liability, which does positively impact upon the bottom line, however, the Board need to fully understand the significant deficit regarding the operating position.
- First part of the document is the strategic report
- Page 9 – this is the statement made regarding 'going concern' and includes the acknowledgement that the College requires exceptional financial support to remain a going concern.
- Page 23 – this is the statement of regularity. This statement alerts the reader to the subcontractor investigation which was concluded in the 17/18 year. It was specifically noted that this is one investigation that was concluded but that there are some ongoing investigations into 18/19.
- Page 25 is the auditors' opinion. They confirm that the financial statements give a true and fair view and have been properly prepared. They specifically comment upon material uncertainty related to going concern.

Assurance was given to the Board that both the FRE & Audit Committee have worked through this document on a page-by-page basis and that committee members are satisfied that the college has responded to the comments and observations made. All agreed that there was a need to balance both the positive and the negative for the 17/18 financial year.

AGREED: to approve the Members Report and Financial Statements as presented.

## 3) Letter of Representation

The interim Finance Director confirmed that this letter is a requirement by external auditors and that the wording is 'fairly standard'. It was again reiterated that the letter was considered at Committee level and that some amendments have been made and incorporated following observations and requests made.

AGREED: to approve the Letter of Representation as presented.

Signed : \_\_\_\_\_ Chair

Date:



4) Letters of Support (for subsidiary companies)

The interim Finance Director explained that there are two college subsidiaries, Vision Workforce Skills and Vision Apprentices, who are technically insolvent. The main creditor for the companies, however, is the college. He explained that, to enable the companies to continue to operate, the college is required to confirm continuing support. This is a standard process and has been custom and practice for a number of years.

He explained that the intention is to wind up the companies as they are dormant and non-trading but that, in the intervening period, auditors need assurance regarding continuing support from the College.

AGREED: to approve the Letters of Support for subsidiary companies as presented.

5) Audit Committee Annual Report

The interim Finance Director, in the absence of the Audit Committee Chair, presented the written report. He confirmed that section 8 was a summary of the significant events. All acknowledged that there was nothing new reported and that the annual report was a concise summary of the year.

AGREED: to note the content of the Audit Committee's Annual Report for 2017/18.

6) Post-16 ACOP Questionnaire

The interim Finance Director explained that his questionnaire is issued by the funding agencies and that all colleges must complete it as part of the assurance processes. Completion is a requirement. He confirmed again that this has been reviewed in detail by both the FRE & Audit Committee and that they are happy to recommend that it be signed as an accurate record on behalf of the Board.

AGREED: to approve the Post-16 ACOP Questionnaire as presented.

In general discussion it was noted that, once signed, the college's Members Report and Financial Statements will become published and will be a matter of public record. Given the heightened level of interest in the college's financial activities, it was agreed that it would be fair to assume that external scrutiny and questions are likely. The board asked that the Vice Principal: Communications Engagement & Student Experience and her team work to proactively prepare for external enquiries and the College's response.

VP CE&SE

Feb 2019

6

3-YEAR FINANCIAL PLAN

Signed : \_\_\_\_\_ Chair

Date:

The interim Finance Director introduced this item and confirmed that this document was meant to have been provided to the ESFA in July 2019 but, because of the College's financial difficulties, this deadline was not met. He explained that completion of this financial plan was the last of the items in his 'backlog' of financial matters to address. He explained that, because its preparation is so late, it is almost now out of date, with work underway to prepare for the next 3-year financial plan.

He reminded the Board that, at their meetings in November and December, they had approved phase 1 and phase 2 of the Financial Recovery Plan. This information, which was approved, has now been inputted into the ESFA standard format documentation.

He advised that the college is currently going through another iteration of the forecasts and that these will be subject to a further independent business review, and that this will form the basis of the next 3-year plan, which will be presented to the Board in July 2019. He explained that the plan presented today is simply to complete a historic outstanding action.

The Board questioned and asked for assurance that the information provided within this document is the same as that approved in the financial recovery plans. The interim Finance Director confirmed that the numbers would be slightly different, but only insofar as they are representative of the group and not just the college (which was the basis of the financial recovery plans), and that therefore the only main difference is in relation to bksb's financial information.

One member of the Board indicated that it was important to note that, throughout the life of the plan, the College's financial health categorisation will be 'inadequate'.

One member of the Board questioned how pension is treated within the plan. It was explained that the assumption is that the deficit will not be funded and therefore the 3-year financial plan presents a worst case position.

AGREED: to approve the 3-year Financial Plan as presented.

## **7 MANAGEMENT ACCOUNTS TO 31<sup>ST</sup> JANUARY 2019**

The Chair advised that these have been provided for information purposes only as they have not yet been reviewed by the Finance Resources and Estates Committee, and therefore the intention today is just to give an overview.

Key matters brought to the Boards attention were:

- Page 4 – shows that the college is outperforming its budget with an improvement of £1.9 million. He explained that there had been some pessimistic assumptions made when reviewing the

Signed : \_\_\_\_\_ Chair

Date:

budget in certain areas, and that it was now clear that an improved position is more realistic. Key aspects to this are:

- Apprenticeship numbers
- Those learners continuing in learning
- AEB – the college has not been restricted as originally feared regarding the use of subcontractors.

The Board were advised that questioning and scrutiny of the management accounts will take place at the next meeting of FRE and that, at the time, the February accounts would also be available.

AGREED: to note the content of the January 2019 Management Accounts presented.

## **8 COMMITTEE CHAIRS' REPORTS**

- 1) Chair's report following the Audit Committee meeting 17<sup>th</sup> February 2019

The Board considered the detailed report presented and also the comprehensive minutes from the meeting. All agreed that they liked the new format and that they were assured to see the new level of appropriate scrutiny.

AGREED: to note the content of the Audit Committee Chairs report.

- 2) Chair's report following the joint meeting of Audit and FRE on 13<sup>th</sup> February 2019

The Board again were happy to note the comprehensive update provided. In relation to the areas of concern/action/investigation, all agreed that it was important to include scrutiny and management of processes, particularly in relation to apprenticeship provision.

AGREED: to note the content of the Committee Chairs report.

## **9 RISK REPORT**

The Vice Principal presented her written report and confirmed that this was considered by the Audit Committee and, in particular, risk mitigation activity to date and progress made towards minimising some of the risks to which the College is exposed at this current time. They agreed that a number of risks have been fully mitigated and as such should be deleted from the register for this academic year. These include:

- Risk 4 – the college's ability to secure a 0% pay award – this has been agreed by Governors and presented to unions
- Risk 5 – increases to LGPS and NI – there are no such increases in year
- Risk 9 – the college received its OfS registration earlier this month

Signed : \_\_\_\_\_ Chair

Date:



She advised that risks related to the lack of capital spend have been fully mitigated in year but that it is proposed that this remains on the register until planning is complete for 19/20.

She advised that the Committee noted that risk 5, the re-pricing of EFS, is likely to be fully mitigated in the near future. The College has received verbal confirmation from the ESFA that terms remain the same, however written confirmation is still awaited. Following discussion at the Board it was acknowledged that this was an item that could be deleted from the register.

She advised that the Audit Committee also noted the good progress that was being made towards staffing reductions, with the College on target to meet projected costs/savings and stay within budget for the costs of restructuring (risks 1 and 3 respectively), however, this remains a medium risk until the completion of phase 2.

She explained that, whilst there has been some turbulence in terms of external PR and reputation, this does not seem to have had an impact on applications for the next year, with FE school leaver applicants 70 above the same point last year and acceptances 233 above. The position, therefore, still seems positive.

In general discussion, the Board debated the risk referred to as 'the apprenticeship register' and felt that a failure to secure a position on the register was only one consequence of a grade 4 Ofsted (should an inspection occur), and that the risks associated with a poor Ofsted inspection grade were broader than this. It was also accepted that re-application to the register itself is a risk given the college's current status and how it may be assessed externally. The Board discussed the likely timing of the need to reregister and the ESFA observer offered to inform the Board of the likely date for reapplication, i.e. which 'wave' the college would fall in to.

ESFA  
Observer

Feb. 2019

A question and challenge from the Board was whether or not the risk owner identified was right and current given the staff changes. The Vice Principal confirmed that she would review the job titles and explained that thereafter, ongoing management and presentation of the risk register and risk reports would sit with the Finance Director.

VP CE&SE

Feb 2019

The Board, in considering the site risks, asked whether site security and access was something that needed to be considered further. The Director: IT and Estates confirmed that the college was reviewing options regarding barriers at entries. He explained that this is a significant task given that the college has 56 entrances. At the current time staff are looking at costings and priorities and it is likely that there will be a capital investment required in relation to this. All agreed that this needed to be a thorough review in terms of access, safeguarding and attendance tracking.

Signed : \_\_\_\_\_ Chair

Date:

A challenge from one member of the Board was that risks in relation to staff and not just students also need to be considered in the future.

The Board indicated that, going forward, they would wish to see an arrow system introduced which shows the direction of the risk, i.e. is the risk increasing, decreasing or staying the same. The Vice Principal undertook to make this addition. A challenge from the Board was to ensure that any risk mitigation identified is 'stress-tested' to ensure that actions identified and agreed are implemented, robust and effective.

VP CE&SE

Feb 2019

AGREED: to note the content of the risk report presented.

**10**      **SELECTION PANEL MEMBERSHIP – RECRUITMENT OF THE PRINCIPAL AND FD**

The Clerk introduced this item and drew members' attention to the extract from the Instrument and Articles, which sets out the recruitment process for senior post holders. The Board needs to approve a selection panel consisting of at least five members of the corporation, including the Chair or the Vice Chair for the post of Principal, and a selection panel consisting of the Principal and at least three other members of the corporation where the vacancy is for FD.

She thanked Governors for confirming their availability and it was agreed that:

- a) Selection panel membership for the Principal would be: the Chair plus any four members as follows; Steve Sutton, Martin Sim, Martin Rigley, Mark Williams, Sardip Sandhu, Lee Radford and Neil McDonald.
- b) Selection panel membership for the Finance Director will be: Martin Sim plus at least three Governors as follows; Sean Lyons, Rebecca Joyce, Sardip Sandhu, Neil McDonald, Steve Sutton, Kate Truscott, John Mold, Paul Frammingham, Mark Williams.

It was also noted that, in relation to FD recruitment, the new incoming Principal (once identified) will also be invited to participate and contribute to the process.

The Chair noted that as part of the College's administered status requirements, the ESFA are to be advised of the shortlisted candidates. The Clerk was also requested to contact the FE Commissioner's office to see whether the FE Commissioner himself or any of his deputies wished to be involved in the recruitment process at any particular point.

Clerk

Feb. 2019

In terms of required attendance in the process, it was agreed that the Chair and the Clerk would review to agree a final list and that this would then be communicated to Governors.

Chair/Clerk

Feb 2019

AGREED

Signed : \_\_\_\_\_ Chair

Date:

A, to note the content of the update provided, and  
B, approve selection panel membership

11

## GOVERNANCE

The Clerk introduced her written report and a number of aspects were considered.

### 1) Board and Committee meeting dates for 2018/19

The Clerk advised that the dates were presented for information purposes because of the changes made to scheduling and sequencing.

The Board were happy to note the content of the information provided.

### 2) Committee Membership

The Clerk presented this information, which again was simply for noting, but is subject to any discussions regarding establishment of a HR Committee.

The Board took the opportunity to review membership of the Remuneration Committee and all agreed that it would strengthen the work of this Committee if membership was made up of the corporation Chairman and also each of the Committee Chairs. This would then make membership Sean Lyons, Paul Frammingham, Neil McDonald, Mary Mamik plus the HR Committee Chair (if the Board approved that recommendation). The Board were supportive of altering membership for the Remuneration Committee and it was agreed that, with immediate effect, membership would be made up from individuals appointed to the roles of Chair i.e. Board and Committees.

AGREED: to amend the membership of the Remuneration Committee as discussed at the meeting.

### 3) HR Committee

The Clerk advised that at the strategy review session in January a number of Governors expressed support for the establishment of a separate HR Committee. This was to free up the needed time for the FRE Committee to focus on financial recovery and also to establish a smaller group of Governors who can monitor and support on HR matters.

The Board were unanimously in support of the proposal and all agreed that it was a vital sign to the College and gives a clear message of commitment.

An observation made was that the name of the Committee could be reviewed with a view to it being 'Workforce Committee' or 'Workforce and Culture Committee'. It was agreed to leave discussions on this to the

Signed : \_\_\_\_\_ Chair

Date:



first meeting of the newly established Committee.

The Board then went on to discuss membership and it was agreed that this would be: Kate Truscott, Martin Rigley, Lee Radford and Jane Hawksford. The Board also requested that a teaching staff member be recruited to ensure that there is broad representation. The Principal agreed to invite volunteers for this role and all felt that this would give a strong signal to staff. It was agreed that this Committee would meet four times in any academic year.

Principal

Feb 2019

The Board then considered draft terms of reference and felt that they were appropriate. It was agreed that paragraph 2 would read 'that the Committee shall consist of up to five members appointed by the corporation' and that quorum of the Committee in the first instance would be three.

Given the appointment of Lee Radford and Martin Rigley to the HR Committee it was confirmed that Lee Radford would resign from the Audit Committee and Martin Rigley from the FR&E Committee with immediate effect.

The Clerk then advised that, with the establishment of a HR Committee, the terms of reference for FR&E need to be reviewed. She drew members' attention to the proposed changes highlighted in red. This allows for the amalgamation of the Financial Recovery Group T&FG with FRE and the removal of HR matters which will now be considered by a separate committee. The Board all agreed that the proposed changes were sensible.

AGREED:

- a) To approve the establishment of a HR Committee
- b) Approve membership as Lee Radford, Martin Rigley, Kate Truscott and Jane Hawksford, plus one teaching staff member
- c) Agree HR Committee terms of reference as presented
- d) Agree amendments to the FRE Committee terms of reference as presented.

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#### **GOVERNANCE INFORMATION REPORT**

The Clerk presented the report which gives an update on

- a) Board membership
- b) Subsidiary company Board membership
- c) Board attendance for the academic year so far
- d) Governor training

In relation to the latter the Board agreed that it would be useful to have a formal Governor training plan in place. The Clerk was requested to develop this and present to the next meeting.

Clerk

03.04.19

In general discussion it was acknowledged that there would be benefit in

Signed : \_\_\_\_\_ Chair

Date:

accessing the AOC Governor training modules; the Clerk confirmed that she would ensure that these were included within the plan. One member of the Board offered to provide an introduction for the Chair to the new AOC Chair; it was agreed that this would be followed up.

Steve  
Sutton

March  
2019

**13** **FINANCIAL REGULATIONS OVERVIEW**

The interim Finance Director confirmed that the regulations were being reviewed and that they would be presented to the next meeting of the FRE Committee for scrutiny and that, once this Committee is satisfied with the updates then they will then be presented to the Board at the April meeting.

Interim FD

March /  
April 2019

AGREED: to note the content of the update provided.

**14** **PRINCIPALS REPORT**

The Principal introduced this agenda item and indicated that it was important to recognise the 78 members of staff who have left the organisation as a consequence of the phase 1 restructure. He acknowledged that staff had all behaved incredibly professionally in a very difficult set of circumstances.

He drew members' attention to his comprehensive written report and a number of specific aspects were considered.

1) Space utilisation

He advised that the college has traditionally reported space on a regular basis, however, the Board at its meeting in December acknowledged that as a measure it was too general to be of value. He indicated that it was the method of calculation which needs to be reviewed. His view is that maintenance and availability of appropriate space directly effects costs and cannot be ignored but that the calculation applied i.e. the simple product of frequency and occupancy gives no real distinction between teaching space and other learner space. He advised that this college has big learner areas and this therefore reduces the utilisation figure i.e. when learners are in class other large areas are empty. His view is that a more effective way of measuring how space is used is by applying a frequency only model. A reasonable target is to aim for classrooms to be in use by a teaching group 90% minimum, however, correction may be required to allow for specialist rooms. In his view, to set average class size at 16 overall would be acceptable but will vary according to subject and level.

He drew members' attention to the frequency data for all of the college sites and it was acknowledged that this clearly demonstrates that there is significant progress to be made and would indicate a college operating at well below capacity. It was noted that the difference between the University Centre and Derby Road is only marginal. He expressed the view that further work needs to be done on distribution and specialist

Signed : \_\_\_\_\_ Chair

Date:



rooms etc.

He indicated that the work done to date now allows staff to 'tease out' the situation more fully and consider space more critically. He confirmed that the information provided has been informative so as to dispel some myths. He confirmed that there would be a further review again at the end of the academic year as part of the curriculum planning process.

Principal

July 2019

The Board questioned the appropriate utilisation target to be set. The Principal indicated that he would like to see the figure at or around 80%, but that specialist space does need to be considered as well. All agreed that spreading the timetable effectively is really important as the college moves in to a demographic increase. All felt that it was important to be clear in terms of setting targets and expectations. All felt that space needs were part of the broader strategy decisions i.e. the link to the curriculum, for example there are very different space needs in relation to apprenticeship provision and T-Levels. The Board asked that curriculum strategy be scheduled as an agenda item at the next meeting so that they could better understand the planning process and influences both short, medium and long term. They asked for more input in to the development and direction of the curriculum.

Principal

03.04.19

## 2) Staff Utilisation

The Principal advised that the method of calculating staff utilisation is correct and focuses on actual registers, however, the deployment is attached to the register taker which can provide some error and/or distortion. He indicated that it is a norm that a core timetable plan should assume deployment of 98% of 836 hours for 1 FTE, however, the practice here at WNC is to allow some variation for absence cover. He explained that, if deployment falls below this figure then it means the college is losing money. He indicated that it was critically important to measure utilisation against planned hours. The Principal advised that it will be possible to produce a staff deployment report in September.

Principal

Sept. 2019

The Board acknowledged that staff utilisation is not as straight forward as it may sound and that it is important to have the right skills and team spirit in place so that some staff do not feel they are doing more or less than others. A key challenge is matching what learners want and need with employer opportunities. The Board indicated that there is a need to review the college's timetable structure and ensure that it is not limiting the college or individuals. The Principal expressed the view that a key decision to be made is what 'reasonable delivery' looks like. He provided assurance that the current curriculum planning exercise being undertaken will be externally validated which will give assurance to the Board. One aspect of staff utilisation also to be reviewed is remission, to try to better understand existing practices and future needs. A challenge from the Board was that they would want to see the impact of the current reviews being undertaken.

Signed : \_\_\_\_\_ Chair

Date:



### 3) Minimum Levels of Performance (MLPs)

The Principal advised that this relates to apprenticeship provision and that the college's current position is 67% compared to an MLP of 62% (so 5% above MLP). That being said, the college's current review shows a large number of learners who were rolled forward from 17/18 to 18/19 with no evidence that they remain in learning. The true picture is being clarified and verified. The College will now need to recalculate and review its position but it is expected that this will take the College below MLP.

He advised that there will be a number of likely consequences including

- a) The ESFA issuing the college with a retrospective Notice to Improve
- b) Cost consequences in terms of validating the data required by ESFA. This is to put the data where it should have been i.e. in 17/18 and not 18/19. The change is likely to help the 18/19 data but not 17/18.

A challenge from the Board was given in terms of how this was tracked historically, i.e. who decided and what the processes were for rollover etc. They asked what needs to be done to prevent the same thing happening again. The Principal expressed the view that apprenticeship provision historically was not managed well which led to some poor decisions. There was a general rollover policy and culture which is not best/acceptable practice. He also believes that some subcontractors will have taken advantage of the college's poor management.

The ESFA observer took the opportunity to explain the ILR system and processes and indicated that the issue here at college is learners not being withdrawn at the right time.

A challenge from the Board to the senior team was they want greater assurance for the future. They want to know that robust and stringent processes are in place to give certainty that learners on the system are in learning. The Principal advised that the introduction of OneFile and its mandatory use will allow greater monitoring which will triangulate the position for students, staff, managers and employers.

In terms of the data, it is envisaged that there is a liability to the ESFA regarding the 17/18 year of circa £1 million, however, it is not known at this stage what previous years may be. He also advised that there will be an 18/19 impact in that, as learners are withdrawn promptly, it will lead to in year financial adjustments as is the usual case.

The Board asked that learner progress monitoring be scheduled as a standing agenda item for the Standards Committee meetings.

A challenge from the Board is that employers need to be fully sighted in terms of their learners' progress. Assurance was given that reports are

Standards  
Committee

Each  
meeting  
2019

Signed : \_\_\_\_\_ Chair

Date:

being created which will cover attendance, progress, behaviour etc.

The Board questioned whether apprentices contribute to learner voice activities. The Board were advised that there is a process in place, however, participation rates are low and therefore it is not believed that information collated is representative. A challenge from the Board was that there needs to be a piece of work undertaken in relation to apprenticeship engagement. The Vice Principal confirmed that a lot of work has been done to better understand employer views and employer engagement. It was agreed that an updating report would be provided by her to the April meeting.

VP CE&SE

03.04.19

The ESFA observer reminded the Board that QAR data will be published nationally by the ESFA in March. Because of concerns regarding the accuracy of the college's data it will be redacted and will be noted as such. This is therefore likely to lead to further external enquiries.

#### 4) KPI report

The Principal presented the update and explained that Maths and English are the only real concerns that he would wish to bring to the Board's attention.

#### 5) HE Strategy

He advised that the College remains in discussions with Nottingham Trent University with a view to a strategic alliance for academic year 2020/21, however, it is hoped to secure an agreement in principle by August 2019 in order to facilitate a marketing strategy. The alliance will not only include a joint approach to curriculum planning and delivery but will seek to develop a partnership model that gives long term economic strength and provides a sustainable financial contribution to the College and mitigates risk in respect of the estate grant conditions applied by the D2N2 LEP.

It was noted that the College does have an existing HE strategy covering the immediate time envelope, however, monitoring arrangements appear superficial with many nominated staff having departed. He confirmed that the executive will undertake a review of the existing policy and determine the current position, reallocate responsibilities and report on progress against stated actions. This will be reported to Board at the April meeting and the executive will work on the assumption that the College's HE offer will remain independent.

Principal

03.04.19

#### 6) SPH Objectives and Targets

The Chair confirmed that a Remuneration Committee is to be convened and governor availability will be sought, in line with new membership agreed earlier in the meeting. The intention is that the Committee will scrutinise existing targets and make recommendations to the Board for

Signed : \_\_\_\_\_ Chair

Date:

the future.

7) Strategic Plan timescales (including action plan proposal)

He confirmed that the strategic plan is now at the point where it is ready to go out to staff for consultation, it being the case that it is critically important to have staff 'buy in'. Governors were invited to work with the Principal on certain elements of the plan. The expectation is that a shorter version of the plan will be prepared to use in marketing materials. He confirmed that the next version of the plan will be presented to the Board for discussion at the April meeting.

Principal

03.04.19

8) HR Strategy

The Principal put forward the proposal that the consideration of a HR strategy be the first task for the newly established HR Committee, as part of a short task and finish exercise. He confirmed that, to aid development of a HR strategy, there will be a full staff survey undertaken and that in the first instance the results of which will be shared only with the Chair. It will be possible from this to pick out themes for development. He provided assurance that the staff survey will be externally controlled and therefore ensure staff anonymity.

9) IBR Actions/Recommendations tracker

He confirmed that a tracker has being created and is included for external Governors in confidential items. He confirmed that implementation of actions will be monitored and scrutinised by the Audit Committee.

10) Governor dashboards

The Principal confirmed that it was his intention to utilise dashboards much more frequently, which will mean fewer paper reports for the Board. He confirmed that there were a number of options being considered and a verbal update on development will be given at the next meeting.

Principal

03.04.19

AGREED: to note the content of the Principal's report provided.

15

**MINUTES OF SUBCOMMITTEE AND SUBSIDIARY COMPANY MEETINGS**

The Board were happy to note the content of

- a) Minutes of the FRT&FG/FRE joint meeting 30<sup>th</sup> January 2019
- b) FRE/Audit joint meeting 13<sup>th</sup> February 2019
- c) Vision Apprentices Board of Directors meeting 13<sup>th</sup> February 2019
- d) Vision Workforce Skills Board of Directors meeting 13<sup>th</sup> February 2019

Signed : \_\_\_\_\_ Chair

Date:



16 **AOB**

Whilst there were no substantive matters of additional business to discuss, the Chair did put forward the proposal that Governors stay behind for a dinner after the meeting on 3<sup>rd</sup> April 2019. Governors were supportive of this and it was agreed that further details would be circulated, including the cost per head and menu selection.

17 **DATES AND TIMES OF FORTCOMING MEETINGS**

The Chair asked Governors to note the dates of next planned meetings and training scheduled for February to early April 2019.

(Staff and Students left the meeting at 7pm)

18 **CONFIDENTIAL ITEMS**

It was agreed that confidential items would be recorded separately.

Meeting closed at 7.50pm.

Signed : \_\_\_\_\_ Chair

Date:

