

**CHELMSFORD COLLEGE
BOARD OF THE CORPORATION
8 July 2016**

Minutes of a Meeting of the Board of the Corporation held at the Moulsham Street Campus, Chelmsford on Friday 8 July 2016 at 2.00 pm.

PRESENT: Elaine Oddie (Chair)
Michael Lager (Vice Chair)
Graham Evans
Andy Sparks (Principal)
Stuart Hodges
Steve Houghton
Amanda Montague
Jonathan Swan
Barbara Vohmann
Doug Zeeman

IN ATTENDANCE: Caroline Williams (Deputy Principal)
Mike Tadman (Assistant Principal, People & Services)
Peter Moore (Deputy Director of Finance)
Rob Millea (Clerk to the Corporation)
Joanne Harrington (Assistant Clerk)

1113. PRESENTATION

The Board **RECEIVED** a presentation from Sian Thomas (Senior Marketing Executive) on the College's Marketing & Communications Strategy. Sarah Hamilton supported Sian in her presentation.

Key points made during the presentation:

- These are difficult times – cuts in funding, Area Reviews, increasing competition
- We are changing to an education 'retailer', therefore need to be customer focused because we have not got a captive audience
- Target audience to be considered – current learners are a source, identify any barriers – use of social media communication
- Need to raise profile, strengthen reputation, differentiation, positioning in the local area and economy
- Re-establish image and standing – we are the College in the City
- A real education towards a real job – vocational thrust – we can make a real difference to lives

- Use the Student Voice – address specific issues – different audiences – establish Team of Student Ambassadors and develop taster activity for Events
- ‘Learn a Living’ concept – employability edge, the Chelmsford brand is our greatest asset
- New student journey – step by step approach
- Advertising – traditional not so important but still has a role to play – visibility – Essex Chronicle relationship greatly improved and cost wise a good deal – excellent press coverage
- Tactical advertising – buses, rail using the movement as a base
- Various media sources being used – email, Spotify, Google
- ‘keep warm’ students to keep a link going
- Summer Showcase event in June – targeted learners within 6 – 10 miles
- Promotional literature – prospectuses need to be intuitive not totally information led – stress life beyond the course – quote inspirational staff – prospectus should be in harmony and complementary with the website so don’t try and put everything in the prospectus
- Course specific booklets need to be really informative and imaginative to sell the course to potential learner
- Thematic approach across Curriculum Areas
- Information evenings – showcases what is on offer – student ambassadors – taster activities
- Job fairs, sector and community events
- Schools liaison – single most important target – develop/maintain contacts – tailor promotional materials
- Website is critical – the content is not fully populated and continues to be updated
- PR – news stories are important especially good news stories – continual good messages – happy student stories
- Research is vital and so are resources and so is commitment
- Sector Based Work Academy – 21 have got jobs with John Lewis, including LLDD students and other people from Job Centre

Questions

We need to get the word to employers through a general approach to keep our name in front of them

The Governors’ commitment is to spreading the word amongst their contacts and generally in the community

We will try to use one employer to get the word to others (John Lewis) – Job Fair very effective

Sian was thanked for her excellent presentation by the Board.

1114. BOARD & COMMITTEE MEMBERSHIP

The Clerk presented a Report to the Board on various matters regarding the Membership of the Board and its Committees.

New Members

The Board **APPROVED:**

- The appointment of Stuart Hodges as a Support Staff Governor for a four year term from today until 8 July 2020
- The appointment of Janet Maynard as an Academic Staff Governor for a four year term from 1 August 2016 until 31 July 2020

The Board **CONFIRMED** the appointment of Amanda Montague to the Board, which had been done by email resolution. She will serve from 1 May 2016 for a four year term and she has joined the Personnel Finance & General Purposes Committee.

The Clerk **CONFIRMED** that formal induction has been provided for Amanda and Stuart and it will be done for Janet on 8 August.

Allocation to Committees

The Board **APPROVED:**

- The appointment of Stuart Hodges to the Audit Committee
- The appointment of Janet Maynard to the Quality & Learners Committee
- The appointment of Bob Edes as a co-opted Member of the Audit Committee (see below)

Pending Retirements

The Board **NOTED** that Graham Evans is retiring from the Board on 31 July 2016 after twenty eight years' service and his long, committed and conscientious contribution to the College was recognised by the Chair and the Members.

The Chair thanked Graham for all his service to the College, including a period as Chair of the Board, to which Graham replied.

With Graham's retirement, the Board will have two vacancies on the Board for independent Members. Recruitment is not actively being pursued at present due to uncertainty over the Area Review process.

The Board **NOTED** that Jonathan Swan has given notice that he will not seek re-appointment to the Board when his term expires on 31 December 2016.

The Board also **NOTED** that Doug Zeeman's term of office ends in December 2016 and that he is eligible for re-appointment at that time.

Committee Memberships

The Board **RECEIVED** a list of Board Members and Committee Memberships as from 1 August 2016 for information.

The Clerk reminded the Board that there were four vacancies on each of the Audit Committee and the PFGP Committee and the Audit Committee will need further Member(s) when Jonathan Swan retires.

In the light of the resignation of Ray Joy as a co-opted member of the Audit Committee, the Principal suggested that Bob Edes from Essex County Council (Adult Community Learning), who has financial and audit experience, be appointed as a co-opted Member of the Audit Committee for a one year term from 1 August 2016. The Board **AGREED** this appointment.

His CV will be circulated to the Search, Governance & Remuneration Committee. It was noted that, to facilitate Bob's attendance, it may be necessary to change the Meeting Dates in 2017 from a Monday evening to a Tuesday evening.

Board Appointments

The Board **APPROVED** the following appointments for 2016/17:

- | | |
|-----------------------------------|-----------------------------|
| • Chair of Corporation | Elaine Oddie |
| • Joint Vice Chairs (Corporation) | Michael Lager & Sarah Noble |
| • Chair, Audit Committee | Jonathan Swan |
| • Chair, Quality & Learners | Sarah Noble |
| • Chair, SG&R | Elaine Oddie |
| • Chair, PFGP | Michael Lager |

The Board also **APPROVED**, on the recommendation of the Search & Governance Committee, that the Search & Governance Committee and the Remuneration Committee be merged with immediate effect.

The Clerk explained that the Principal will be a Member of this Committee, but will withdraw when matters pertaining to his salary, terms and conditions and appraisal are considered.

The Board were provided with a revised Skills Matrix. This will be kept up to date to reflect changes on the Board.

1115. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Susan Hughes, Sarah Noble, Heather Clarke and Debs Hurst (Assistant Principal, Finance & Risk).

The Board were advised by the Clerk that Susan Hughes did not attend the last meeting of the Board on 18 March 2016 and therefore she is not compliant with Clause 10(2) (b) of the Instrument of Government which renders Membership of the Board as vacant if the Member has been absent from Meetings of the Corporation for a period longer than six consecutive months, as the last Corporation Meeting she attended was on 11 December 2015.

This can be waived with permission of the Board and the Board **APPROVED** that absence permission be granted for Susan Hughes.

The Student Governor (Luke Hain) was again absent. The Clerk advised that Luke had not attended a Board Meeting since last December and, in the light of this, the Board **DECIDED** not to renew his Board Membership for another twelve months. This creates a vacancy for a Student governor on the Board and also a vacancy on the Quality & Learners Committee.

The Principal would attempt to find a replacement Student Governor before the next Board Meeting on 30 September and an appointment would then be proposed for **APPROVAL**. In addition, it was agreed to arrange for a selection of Student Representatives to attend the Quality & Learners Committee on a regular basis.

The Board would like to arrange for the Student Governor to be able to arrange an accredited alternate and that will be investigated, with a view to proposing an alternate to the Board for **APPROVAL**.

1116. DECLARATIONS OF INTEREST AND CONFIDENTIAL ITEMS

The Assistant Principal, Finance & Risk notified her interest as Director of Finance at South Essex College and the Clerk to the Corporation notified that he acts as Clerk to South Essex College.

Amanda Montague declared her interest as an employee of TCHC, Hertfordshire – a private training provider company.

Barbara Vohmann renewed her declaration as an employee of Anglia Ruskin University.

No confidential items were notified.

1117. URGENT BUSINESS

There were no items of Urgent Business

1118. MINUTES OF MEETING HELD ON 18 MARCH 2016

The Minutes of the Meeting held on 18 March 2016 were **APPROVED** and **SIGNED** by the Chair.

1119. MATTERS ARISING

The Clerk reported that all items arising from the previous Meeting feature on this Agenda.

1120. PRINCIPAL'S REPORT

The Principal presented a written Report for the information of governors.

Key issues highlighted:

- General update on the FE sector
- Area Reviews (covered in Confidential Minute **1131**)
- Apprenticeship target nationally and the collection of levy (see Minute **1124**)
- Quality Improvement and performance management (see Minute **1122**)
- Middle Management restructure – this has settled down well and was felt to be positive by our Ofsted Improvement Inspector
- Staff turnover (see Minute **1133**)
- Transfer of Chelmsford Training Services Limited activities to the College (see Minute **1125.3**)

He reported that Matt Vaughan is becoming East of England Chief Inspector. He is known to us as our current Support & Challenge Inspector.

Recruitment of students for 2016/17 is reasonable so far and is much the same as last year. In particular, apprenticeship recruitment is good. The funding for 16-18 year olds is guaranteed and there is some growth.

Today is the end of Professional Development week for staff which has been very energising and showed us turning a corner.

He commented on the effect of Brexit suggesting that there may well be an impact through the Comprehensive Spending Review due in the Autumn. However, it is not possible to discern the effects at this stage. He said that one or two staff are concerned. He stated that the main priority for the sector is certainty from Government as to their continuing FE policy and its funding.

In response to a question, the Principal reported that there is no chance of Area Reviews being abandoned as they are too far down the line. The Principal reported that the FE Commissioner is retiring. The likely outcomes of current area reviews is a mixed picture and it is by no means clear they will provide the benefit in savings which the Government expects/hopes for. He outlined how the process works and this will be revisited by the Steering Group when it has its first Meeting (see Minute **1131**).

He mentioned that one page of the KPI schedule is not an accurate picture of the current position (see minute **1133**).

The Report was **RECEIVED**.

1121. GOVERNORS' INVOLVEMENT AND INTERVENTION POLICY

The Clerk presented a draft Policy for approval by the Board following discussions at the Board Development Day on 5 February 2016, at the Board Meeting on 18 March 2016 and the Quality & Learners Committee on 17 May 2016.

It also addresses points raised by Ofsted at the most recent Inspection in November 2015 and the improvement Visit on 24 March 2016.

The Board **APPROVED** the Policy and the following actions arising:

- Governor link appointments should be made for 30 September Meeting and circulated then
- The Assistant Clerk will maintain a Log of Governor involvement

- Specific areas of concern will be identified and governor involvement arranged so that they are kept aware of what is happening

ACTION: CLERK

1122. COLLEGE IMPROVEMENT PLAN UPDATE

A Report on the CIP was presented by the Deputy Principal. She explained that the Plan has been updated to include issues that arose during the Ofsted Improvement Visit in March and to consolidate progress on actions from the November 2015 Inspection.

The Report also included an Executive Summary – Monitoring of the CIP Report.

The additional actions arising from the Support and Challenge visit were:

- Development of staff appraisal system
- Governor access to headline data, including learner progress
- Attendance on level 1 and 2 courses, especially English & Maths
- Regular monitoring of updates that evaluate progress against targets in the CIP
- Raising expectations relating to teaching, learning and assessment

The Areas of Concern are Engineering, Level 2 on 16-19 study programmes and achievement of English and Maths qualifications and inconsistency in teaching, learning and assessment.

She reported that the Staff Performance management system has been launched and is being well received. Explanation of and development of the system with middle managers has taken place this week as part of their professional development as it is they that will drive this change.

The Deputy Principal reported on her attendance at the recent ACER Conference. Ofsted representatives stressed the need for progress to be understood, how it is happening and how it is evidenced so that the governors can review it and make judgements based on that information. The key word here from Ofsted is **PROGRESS**.

The priorities for the CIP will essentially remain the same in the short term.

The Report was **NOTED**.

1123. COLLEGE BUDGET 2016-17

Peter Moore (Deputy Director of Finance) presented the final College Budget 2016-17 for discussion and approval by the Board, reminding the Board that a Budget has to be approved by 31 July 2016, for submission to the Skills Funding Agency, along with a Financial Forecast (see Minute **1124**).

He reported that a draft high level Budget for 2016/17 had been considered by the PF&GP Committee on 21 June 2016 and recommended to the Board, in principle, for approval at this Meeting.

The Budget shows an estimated operating surplus of £220K, based on projected income of £15.9 million up by £500K on last year.

The accompanying paper to the draft Budget outlines the key aspects in framing the draft Budget for the information of the Board.

The draft Budget also included the Capital Expenditure Plans for 2016-17, which had also been considered by the Personnel Finance & General Purposes Committee and recommended to the Board for approval.

Key issues:

- No pay rise budgeted
- Agency spend reduced by £100K from 2015/16 expected outturn
- Holding non-pay expenditure at £6million
- EFA funding up £100K but no rise assumed in SFA funding
- £300K growth in other grant income due to additional funding from Essex County Council for High Needs learners

It was confirmed Teaching Costs have been reduced by £260K against 2015-16 expected actual and transferred into Staff Pay Costs because the staff have been transferred onto the College payroll.

Pay and non-pay costs are based on detailed discussions with budget holders aligned to the curriculum plan. There will be continuing meetings through the year with these budget holders in order to control expenditure.

The SMT is confident of the structure of the Budget and believes it is achievable.

The Capital Budget was approved – details are included in the PFGP Minutes attached to this Agenda. It covers Estates improvements of

£700K and ICT improvements of £50K and other spending of around £107K.

The Board **APPROVED** the Revenue and Capital Budgets for 2016/17.

ACTION: DH

1124. FINANCIAL FORECAST 2015-18

A copy of the Forecast was provided to Members, comprising the actual results for 2015/6, forecast outturn for this year and a forecast for 2017/8.

These show satisfactory financial health in the current year and next year, rising to Good in 2017/18, providing Beacon House is sold in that year. SFA monitoring will continue at least until this year's actual outturn is known.

The Board was made aware of the fact that there is no information as to SFA/EFA allocations for 2017/18, so the forecast for income in that year is based on the allocation known for 2016/17.

Apprenticeship income is uncertain given the introduction from 1 April 2017 of the Apprenticeship Levy but 3% growth per annum has been assumed.

Nevertheless, it is impossible to estimate what engagement there will be from employers wishing to spend their Levy share with the College, as the money for this work will no longer come direct from the SFA as part of their Adult allocation.

No pay increase is budgeted in either 2016/17 or 2017/18 – 0.5% maximum might be affordable but it depends on income growth, which is not assumed.

Therefore, the Plan assumes no income growth of any substance and the only change on the cost side is that depreciation will be reduced following the disposal of Beacon House, anticipated in 2017/18.

Overall, a surplus of £243K is forecast for 2017/18.

The Board reviewed a completed checklist, derived from the SFA Financial Planning Handbook in determining the plan, noting sources of evidence and the risk aspect. Subject to two amendments, this was **ACCEPTED**.

The Board **NOTED** the risks to the Plan:

- Reduced grant income from EFA/SFA in the 2016 Comprehensive Spending Review, due to the need for reduced public spending
- Beacon House cannot be sold or is sold for less than anticipated during 2017/18
- The refinancing of the revolving credit facility in 2017/18 and amount of any increased interest costs
- The impact of any decisions from Area Review process – costs of that have not been included in the Plan, e.g. legals, due diligence.

The Board **APPROVED** the Financial Plan 2015/16 to 2017/18 for submission to the Skills Funding Agency by 31 July 2016.

ACTION: DH

1125. FINANCE REPORT

The Deputy Director of Finance presented this Report, which mirrored the Report considered by the Personnel Finance and General Purposes Committee on Tuesday 21 June 2016 and recorded in the Minutes of that Committee (see Minute **1132**).

1125.1 Management Accounts to 31 May 2016 and outturn forecast for the year to 31 July 2016

For the ten month period, the College is showing a surplus of £90,000 against a budgeted surplus of £250,000, an adverse variance of £160,000.

Total income amounted to £12.9 million and total expenditure amounted to £12.8 million.

The Accounts were accompanied by a Detailed Commentary explaining the variances from budget. These management accounts do not take into account any adjustments which will result from including FRS17 pension adjustments or the application of FRS102 changes.

At 31 May 2016, group net assets stood at £10million, including cash of £1.2 million and fixed assets of £24million.

The College's Financial Health for 2014/15, as advised by the SFA, was deemed Satisfactory and should remain as such this year and next. This was on the old Methodology.

The current ratio stands at 0.8, better than at the time of the last Report to the Board (0.55) and in line with expectations. Pay expenditure as a percentage of income is 60% against target of 61%.

As recommended by the Internal Auditors, the Report now shows a trade debtor aged analysis at 31 May 2016.

The Board asked whether the overdraft of £400K negotiated for the early part of this year proved to be necessary. It was not required and it is felt unlikely that an overdraft facility will be necessary for the early part of 2017.

The Principal informed the Board that he and Debs Hurst would be meeting with the new representative from the SFA regarding the College's Financial Health and the Financial Recovery Plan shortly.

It is hoped that, given the satisfactory performance of the College this year, that it may be possible to get the SFA to remove the Notice of Concern, which still exists regarding the College's finances.

A year end forecast has been carried out with all Budget holders and a surplus for the year of £100K is projected against the original budget of £220K. Peter Moore indicated the College is still on target to achieve this.

The Report was **RECEIVED**.

1125.2 Review of Financial Regulations

Peter Moore indicated that no material changes are necessary and the revised Regulations would come to the next Meeting of the Board for **APPROVAL**.

ACTION: DH

1125.3 Winding Up of CTS Limited

A copy of the Resolution to transfer the assets and business undertaking of the Company to the College is attached to these minutes. The Resolution also facilitates the transfer of the ownership of Beacon House from CTS to the College and the transfer of the mortgage with Lloyds Bank from CTS to the College.

This Resolution was **APPROVED** by the Board by email resolution in the week beginning 22 June 2016.

As at 31 July 2016, CTS will be dormant but it will not be struck off at this stage in case some use of the name might be desirable in the future. The relevant documentation was all executed by 1 July as required, signed by the Chair and the Clerk. All staff employed by CTS have been TUPE'd into the College, following statutory consultation.

The Board **NOTED** the completion of this transaction and the rearrangement of the College's activities.

1125.4 Accounting for FRS102

The Deputy Director of Finance reported to the Board regarding the effects on the College Financial Statements of the implementation of FRS102.

Presentations on the effects of adopting FRS102 had been given to both the Audit Committee and the PFGP Committee at their June Meetings and the detail of the issues arising are documented in the Minutes of each of these Committees (see minute **1132**).

Based on this information and the briefing given to Members, the Board **APPROVED** the following treatments be adopted in the 2016 Accounts of the College (with restated comparatives, where necessary):

- That the accrual method of accounting for Government Grants be continued (where the release of the grant over time is matched to the depreciation of the relevant capital asset)
- Staff holiday pay be accrued
- Deferred Government Grants are reclassified as liabilities rather than reserves
- College Land at Princes Road and at Moulsham Street be revalued, as permitted by FRS102 on first adoption, on an existing use basis
- College land & buildings known as Beacon House (previously owned by CTS) be revalued on an existing use basis

The PFGP Committee authorised Debs Hurst to procure appropriate external professional valuations for the land & buildings outlined above (estimated cost £7K plus VAT), which is under way at present.

In response to a question, it was confirmed that any downturn in the market would only have impact on Beacon House as it is likely to be sold. Both the other sites are continuing to be held in the College's business and therefore will be valued on an existing use basis.

It was noted that these restatements and the change in accounting for pension liabilities are not critical to the bank

covenant requirements. The Bank have advised they wish to see the College Net Assets always above £5million. The revaluations of land and Beacon House will assist in this objective.

1126. SUB-CONTRACTING ARRANGEMENTS 2016-17

The Board considered a Report from Mark Emerson (Director of Information Services) proposing that the College continues with the successful sub-contracting arrangements that have been in place over the last two years with Aspire GB Limited.

The Board **APPROVED** sub-contracting provision with Aspire GB for 2016/17 at an approximate value of £75K and **AUTHORISED** the PFGP Committee to approve any variations during the year as they arise.

It is not expected that the overall provision for the year will exceed £200K.

In response to a governor question, it was confirmed that quality issues are regularly monitored with our staff performing regular validations of Aspire GB.

The Principal indicated that the extent of the sub-contracting provision would be reviewed after Christmas once we have a clearer number of Adult Learners who have applied.

The Board **AGREED** that any variations to Sub-Contracting provision during the year can be authorised by the Personnel Finance & General Purposes Committee and reported through to the next Board Meeting.

1127. FEES POLICY 2016-17

The Board **REVIEWED** the draft Fees Policy for 2016-17, which the College Board is required to review and update each year.

ASp introduced this item and commented that the Policy is fully compliant with HE and FE funding guidance and it also sets out the ways in which the College can assist students where fees might prevent them accessing provision.

The policy is in substance unchanged from 2015/16 save that it reflects the expansion of 24+ Advanced Learning Loans to students aged 19+.

The Board **APPROVED** the Fees Policy for 2016-17 on the recommendation of the PFGP Committee, thus discharging the College's legal responsibilities.

1128. HE PARTNERSHIP ARRANGEMENTS 2016-17

The Board was informed of proposed new HE arrangements for 2016-17, following the termination of the existing HE partnership arrangement with Anglia Ruskin University at the end of 2016/17 academic year.

A new partnership with South Essex College has been verbally agreed to commence in September 2016, so next year will be a transitional year. The written agreement with SEC should be formalised shortly and signed. There will be a 10% administration fee applicable, lower than the current fee being paid to ARU.

The 2016/17 academic year will be a transition year where the existing 43 first year students will continue to follow the ARU arrangements whilst the new intake will start under the SEC arrangements once agreed.

The Board **APPROVED** the proposed new HE partnership arrangements with South Essex College with effect from 1 September 2016.

1129. SAFEGUARDING AUDIT 2015-16

The Board were provided with a copy of the College response to the Safeguarding Children's Board Annual Audit of our Safeguarding arrangements, noting that Susan Hughes, as Safeguarding Governor, has participated in the audit response through her attendance at the College Safeguarding Committee Meeting.

Our response to the Audit indicates a high degree of compliance in our Safeguarding arrangements. The Board have had access to the completed audit on the governors' Portal.

The Board **APPROVED** the College's response to the ESCB for 2015/16.

1130. REVISED GOVERNANCE DOCUMENTS

The Clerk presented a paper explaining changes which have been made to update the College's Governance Documents. These revisions had been reviewed by the Search & Governance Committee at their March Meeting and corrections/amendments arising from that Review have been made.

In addition, all Committees have reviewed their Terms of Reference and changes made, where suggested.

The Board considered the Revised Governance Documents and gave their **APPROVAL**.

Some minor textual amendments were notified to the Clerk and these will be made before the documents are placed on the Governors' portal.

In accordance with best practice, the Documents will be reviewed by the Clerk annually.

1131. AREA REVIEW WORKING GROUP

This item was deemed to be a Confidential Item under the Instrument & Articles and a separate minute has been prepared and is attached to these minutes.

1132. MINUTES OF COMMITTEE MEETINGS

The Board **RECEIVED** the unapproved Minutes of the following Committee Meetings held since the Board last met. These Minutes have been reviewed by the Chair of each Committee but are not yet ratified by each Committee.

- a. Audit Committee – 13 June 2016
- b. Quality & Learners Committee – 17 May 2016
- c. Personnel Finance & General Purposes Committee – 21 June 2016
- d. Search & Governance Committee – 18 March 2016

The Minutes were **RECEIVED**.

1133. KEY PERFORMANCE INDICATORS

The Board **RECEIVED** the KPI Report and the associated commentary, noting the new format, as requested at the last meeting of the Board.

The Principal stated that Apprenticeships are reviewed at each SMT Meeting. They are currently lagging below the financial targets for the year 2015/16 (£450K 16-18 and £145K Adults). This is a significant risk to the whole year's outturn but it is expected that these targets will be met, as will the balance of the Adult Skills budget.

The Principal advised that the data for 16-18 Study Programmes in year is raw data and has not been cleansed to exclude other add-on qualifications in addition to the basic Study Programmes both in terms of attendance and retention. The data sheet will be amended and reported to the Board on 30 September 2016, together with an amended commentary.

However, the Student Progress data against target is right and has improved further, albeit slightly.

A Member commented that the retention for Looked After Children at 83% was encouraging as this is a challenge.

A Member commented that the College Improvement Plan and as a result the KPIs derived from the CIP are many giving rise to possibly too many actions. The Member felt that this creates difficulties in monitoring.

The Deputy Principal stated that it is essential that Governors direct their attention in this way to demonstrate challenge and real participation and influence in the College's progress.

A number of Members asked about Actions Complete but impact not achieved. The Deputy Principal explained that sometimes impact takes time to come through but the initial remedy/action needs to be put in place so that the impact can be achieved.

Lesson observations includes various grading elements and Ofsted were happy with the assessment process. However, some teachers occasionally are over generous in their judgements.

The Board reiterated its commitment for the College to stretch and challenge students and that it needs to be identified at each level. The Board noted that our Value Added is excellent. We need to continue to be aspirational for our students.

The Board were pleased to note that staff turnover has dropped compared to last year (30% down to 22%) but the target for the year is 18% and that is stretching (AoC experience at the moment is around 21%). All staff appraisals are on target to be completed for the year.

The Principal explained that one page of the KPI schedule was giving the wrong impression in respect of the 16-18 Study Programmes where they were including other short courses and therefore the Main Programme data is the more accurate figure. Also, the English & Maths attendance data is raw data only and not refined so it looks as if the College achievement has declined because it doesn't show Learners have been in attendance at intervention lessons rather than their 'normal' lesson.

The KPI pages affected will be amended and reissued. These modifications will be reflected for the future.

ACTION: PRINCIPAL

1134. CORPORATION MATTERS

The Clerk **PRESENTED** a Paper with a number of Corporation Matters for the information of the Board:

- Board and Committee Meeting Schedule 2016/17
- Glossary of Terms
- Personal Liability of Governors
- Board Schedule of Business 2016-17
- Board Self-Assessment Questionnaire 2015-16

The Clerk and the Deputy Principal advised that they were working on revisions to the tabled Governors' Self-Assessment Questionnaire so that it is more closely linked to the Ofsted criteria under the revised Common Inspection Framework. Once complete, this will be circulated to Members for completion over the summer.

The Clerk was instructed to amend the Personal Liability of Governors (couple of typos) and place it on the Governors' Portal.

The Clerk also informed the Board that he has tentatively arranged for Kevin Finnegan to present a morning session to the Board at the Development Day in October on the topic 'Asking Challenging Questions'.

ACTION: CLERK

1135. ANY OTHER BUSINESS

There were no items of Any Other Business.

1136. DATE OF NEXT MEETING

Friday 30 September 2016 at 2.00 pm

There being no further business, the Meeting terminated at 5.20 pm.

Signed.....Dated.....