

**CITY COLLEGE PLYMOUTH CORPORATION MEETING HELD ON MONDAY 20<sup>th</sup>  
MARCH 2017 AT 4.30PM IN ROOM K021**

**Minutes of the Meeting of the Corporation held at 4.30pm on Monday 20<sup>th</sup>  
March 2017.**

**THOSE PRESENT:** Mr William Woyka – WW – Vice Chair  
Mr Phil Davies – PD – Principal  
Mr Andrew Ashley - AA  
Ms Cheryl Powell – CP  
Ms Emma Tringham – ET  
Mr Martyn Starnes - MS  
Mr Iain Perring – IP  
Dr Hilary Duckett – HD – (from Item 3 onwards)

**IN ATTENDANCE:** Ms Nicola Cove – Deputy Principal - NC  
Mrs Sam Abbott – Vice Principal – Resources – SA  
Mr Ben Manning – Vice Principal Curriculum & Quality –  
BM  
Mrs Julia Tindall-Jones – Clerk

**G17/020 Apologies**

Apologies had been received from Pauline Odulinski, Sue McDonald, Mike Jones, James Venning and Nick Holman. Matt Callaghan did not attend. In the absence of NH, WW took the Chair.

**G17/021 Minutes**

RESOLVED that the minutes of the Meeting of the Corporation held on the 6<sup>th</sup> February 2017, which had been previously circulated, be approved and signed as a correct record.

**G17/022 Matters Arising**

The Clerk summarised the Corporation Action Grid and reported that there were no significant actions outstanding.

There were no other matters arising which were not addressed elsewhere on the agenda.

**G17/023 Confidential Items**

RESOLVED that, in accordance with Minute G03/09, agenda item 5.1 requires to be dealt with as In Commercial Confidence and that no Agenda Items require to be dealt with as Part II and that the relevant papers and Minutes be withheld from the published records for the prescribed period (unless a longer period is prescribed for certain items).

No declarations of interest were made with reference to the items on the agenda for this meeting.

**G17/024      Item 2.1 – Recommendation from Search Committee**

WW, as a member of Search committee briefed the Board on the candidature of Dr Hilary Duckett. Dr Duckett is currently the Director of Plymouth University's Business School. Dr Duckett was interviewed and her knowledge, experience and obvious passion for providing the best student experience possible impressed the Committee. The Principal commented that both Professor Simon Payne, the Deputy Vice Chancellor, and Professor Paul Brunt (both former Governors) had recommended her to the Board and he considered that her breadth of experience across HE and higher level apprenticeships would be a positive benefit to the College. WW concluded his report by saying that the Committee recommended that Dr Duckett be appointed as a General Governor.

**The Board APPROVED the appointment of Dr Hilary Duckett as a General Governor for a four year term with immediate effect (ending 19<sup>th</sup> March 2021).**

**Dr Duckett was then invited to join the meeting and the Chair introduced the members of Corporation and SLT. (4.40pm).**

**GOVERNOR DEVELOPMENT**

**G17/025      Item 3.1 – Area Based Review – Final Report**

For the benefit of new Governors and as a recap, the Principal gave a brief overview of the Area Based Review Process. City College was included in the final wave of reviews (Wave 5) along with the other nine colleges from Devon, Somerset, Cornwall and the Isles of Scilly. The process followed the broad outline below:

- Template completed by SLT demonstrating how City College is meeting and plans to meet the review's four key criteria:
  - Meets needs of current and future students and employers
  - Is feasible and generates financial stability
  - Raises quality and relevance including better outcomes
  - Achieves appropriate specialisation
- Site visit by Review Team
- Five year detailed financial plan and demonstration of a 'stand-alone' case.
- Follow up scrutiny of the above by phone.
- Information analysis supplemented by three Steering Group meetings involving colleges and other relevant stakeholders.
- Steering Group recommendations for Board approval and implementation.

PD informed the Board that the Steering Group had made three recommendations pertaining to the future of City College Plymouth and these were:

1. To continue as a stand-alone institution, collaborating with the other three colleges in Devon to meet the priority skills and education needs of the county and the wider LEP area.
2. Devon Colleges - City College Plymouth, Exeter College, Petroc, and South Devon College will continue to work through the Devon Colleges' Group (DCG) ensuring that Devon has the right mix and balance of provision, including the staff expertise, curriculum and infrastructure capacity to deliver on local, regional and national agendas.
3. Institutes of Technology (IoTs) - the Colleges in Somerset, Devon, Cornwall and Isles of Scilly to explore proposals for Institutes of Technology either as stand-alone organisations or through hub and spoke models, aligned to the requirements of emerging national IoT policy and the productivity challenges of the review area.

The Board then discussed the recommendations for some time in particular the possibilities associated with the IoT initiative. The Principal commented that the Government had earmarked £170m over a three year period to establish between 10 and 15 IoTs in England to provide a technical pathway for levels 3-5 but the detailed specification has not yet been published. The Principal further commented that discussions within the DCG centred on a possible hub and spoke approach but the fact that only one proposal from a LEP was allowed necessitated a fully collaborative approach and that further development of the HE offer in Somerset should not be discounted.

The Chair, on behalf of the Board, thanked SLT for their hard work in ensuring that the College case to remain stand-alone was accepted by the review team. The Principal responded that the drafting of a 5 year financial plan and the subsequent sensitivity analysis had been useful and provided clear evidence to the team that there would be no need for any financial intervention in that period and hence the stand alone option was accepted. WW asked about the assumptions made in the financial plan and NC responded that the College was usually required to put together a 2 year forecast which was complex in the present climate so a 5 year plan contained a number of assumptions that were carefully considered and then tested for reasonableness and flex by the Deputy FE Commissioner. The College's financial plan submitted in July 16 remained extant and any assumptions in years 3-5 were noted by the Team as being best estimate at a point in time, and would be updated annually with the normal cycle of Financial Planning.

WW then asked whether the momentum of the DCG would reduce after the ABR. The Principal responded that this was unlikely as there was considerable benefit in the colleges working together despite there being some sensitivities. The Principal highlighted the following examples where collaboration was seen to be working:

- Peer to peer support
- Teaching and Learning
- Higher Needs Funding
- Collaboration around possible IoT
- Joint procurement
- Joint promotion of apprenticeships
- Joint promotion of technical education

WW then asked Governors to agree whether to accept the recommendations of the Area Based Review Steering Group. All Governors unanimously agreed that it was in City College Plymouth's best interest to accept the recommendations in their entirety.

**The Board APPROVED the following recommendations from the Area Based Review Steering Group:**

- 1. To continue as a stand-alone institution**
- 2. To continue to work through the Devon Colleges' Group (DCG) to deliver on local, regional and national agendas.**
- 3. To explore with the Colleges in Somerset, Devon, Cornwall and Isles of Scilly proposals for Institutes of Technology either as stand-alone organisations or through hub and spoke models.**

## **CURRICULUM, STUDENT AND QUALITY FOCUS**

### **G17/026 Item 4.1 – Report from P&S Committee**

In the absence of the Chair of P&S Committee, BM gave a brief outline of the business covered in the last meeting of the Committee. BM reported that the Curriculum Directors had attended the meeting to give a progress report on the key AFIs identified in the College SAR. Attendance measures were also discussed in detail along with the committee specific dashboard which gives greater granularity than the KPIs brought to Corporation.

**The Board NOTED the Report from P&S Committee.**

### **G17/027 Item 4.2 – Quality Improvement Plan (QIP) Progress Report**

BM proceeded to outline the progress to date on the QIP and highlighted the actions taken in the five main AFIs:

- English and Maths – Raised profile and further improved learner engagement using the Why ME? campaign. Improvements in in-year Functional Skills results were reported. Low attendance areas being targeted.
- Underperforming provision – measures in place to increase attendance and retention which have been successful to date.
- Tutorial and intervention – better tracking and more early intervention by tutors resulting in improved attendance and retention.
- Outstanding lessons – proactive approach by curriculums to integrate new technologies into the learning experience including the use of Google Classroom.
- Work Experience (WE) – now being tracked centrally and closely monitored. WE booklets created to enable students to reflect on their experiences.

WW then asked whether the reflections in the WE booklets were open to staff and other students. BM responded that quotes from the booklets were often used to publicise the opportunities open to students. MS asked a question around the use of Google Classroom and in particular whether it helped attendance. BM confirmed that there is the potential for it to be used for distance learning for particular types of provision (e.g. Access) and this may positively impact attendance.

### **The Board NOTED the QIP Progress Report**

#### **G17/028 Item 4.3 – Internal Curriculum Inspections**

BM then informed the Board that the College had commissioned four external curriculum inspections as part of its on-going programme to move the College from Good to Outstanding. Two areas, Access and Science had been subjected to a normal inspection where inspectors had conducted graded observations and provided feedback. The other two reviews for BTEC Engineering and English and Maths, had been based on a consultancy approach where curriculum staff had worked with the Quality Improvement Team to identify areas of focus for the review team. Both these areas had been subject to a 'normal' review in the prior year. Curriculum staff benefitted from master classes delivered by the subject specialist reviewers and also had the opportunity to ask questions and further develop their knowledge.

BM then informed the Board that both areas inspected had been graded as Good for all aspects, covering TLA, Leadership and Management and PDBW (Personal Development, Behaviour & Welfare) with one exception. Access was graded as 'Requires Improvement' against the PDBW aspect and this was associated with low attendance. Governors asked why this was a specific problem with Access and BM responded that 19+ Access learners have, historically, had low attendance despite measures put in place. This reflects the

nature of the learner and their often balance of commitments. Governors discussed some of the actions taken to increase attendance and noted the College initiative to consider introducing some distance learning modules which may ameliorate the situation.

BM confirmed that an action plan to address the areas for improvement identified by the external reviewers had been written for each area and that measures were being put in place to address them. BM informed the Board that P&S Committee would continue to monitor progress in these areas.

**The Board NOTED the Report on Internal Curriculum Inspections**

## **STRATEGIC**

**G17/029      Item 5.1 – Capital Project Update – In Commercial Confidence**

### **KPIs**

**G17/030      Item 6.1 – KPIs for January**

NC introduced the KPIs for January and informed the Board that there were no significant changes and therefore the risks associated with recruitment and consequent pressure on the budget remain High. BM confirmed that retention and attendance are currently on or above target.

**The Board NOTED the KPIs for January.**

## **FINANCE & RESOURCES**

**G17/031      Item 7.1 – Report from Finance Committee**

ET, as Chair of Finance, outlined the business covered by Finance Committee at its last meeting in February and confirmed that the Committee had closely scrutinised the most recent management accounts and predicted outturn, the Capital and Cashflow update and approved the fee strategy for the coming year. ET commented that the Committee's TORs had also been reviewed and this was covered later in the agenda.

**The Board NOTED the Report from Finance Committee.**

**G17/032      Item 7.2 – Cashflow/Capital Update**

NC introduced the Cashflow and Capital Update asking the Board to note that it had been scrutinised by the Finance Committee. NC commented that, as a result, of the front loading of loan financing from

PCC for the STEM centre, the College's cash balances had remained exceptionally positive over the last three months where, historically, they were very much reduced due to the timing of SFA, EFA and Student Loan payments. Governors then discussed the impact of the Apprenticeship Levy on future cash balances and noted that the College had built in funding delays to the Cashflow model.

NC then confirmed that the minor capital plan was progressing well and was a much reduced commitment having been cut back in the wake of STEM. The minor capital plan currently showed a predicted overspend of £4k and that this would be managed across the remaining open projects to year end and would not require a variance in spend.

**The Board NOTED the Cashflow/Capital Update.**

**G17/033 Item 7.2a – Additional Item – Receipt of SFA Letter**

NC asked to table an additional item at this point, namely the receipt of a letter from the SFA confirming the College's financial health assessment of Satisfactory for 2015/16. NC reminded the Board that the SFA had reviewed the College 2 year forecast in October and agreed the College self-assessment of Satisfactory. NC informed the Board that the SFA have now taken into account the College financial statements for 2015/16 that were submitted at the end of December and confirmed the grade of Satisfactory, in line with the College's own self-assessment.

**The Board NOTED the SFA confirmation of Satisfactory Financial Health grade for 2015/16.**

**G17/034 Item 7.3 - HR Report**

SA presented the HR report and highlighted the following points:

- Staff Survey will be carried out in April and the results will be brought to Corporation when analysed.
- Currently undertaking the Investors in People (IiP) review – last time for this process under current assessment model
- Lecturers' Competency Framework (LCF) merged with annual Appraisals process – simpler process, greater focus on targets and development.
- Training – Mental Health activities and awareness training for staff
- Challenging Behaviour Guidelines reviewed and approved by SLT.

WW asked whether it was possible for the Staff Survey to include the view on merging the LCF and appraisal process. SA responded that it was not explicitly covered given timescales but other questions cover this more generally.

**The Board NOTED the HR Report.**

**AUDIT**

**G17/035 Item 8.1 – Report from Audit Committee**

WW, as Chair of Audit, gave a brief report on the business covered by the Audit Committee which included an advisory review on marketing and an assurance audit on Financial Controls. WW then informed the Board that the review of the Audit TORs had been postponed to the next meeting as a result of the recent publication of new ACOPs.

**The Board NOTED the Report from Audit Committee**

**GOVERNORS' BUSINESS**

**G17/036 Item 9.1 – Biennial Review of Corporation Standing Orders**

The Clerk informed the Board that, in her opinion, the Corporation Standing Orders required no significant amendment at this biennial review.

**The Board APPROVED Corporation Standing Orders for a further two years.**

**G17/037 Item 9.2 – Biennial Review of Committee Terms of Reference**

The Clerk introduced the amendments to Committee Terms of Reference agreed by the relevant committee. The Board noted that the Audit Committee TORs would be reviewed at the next meeting of the committee and would then be brought to the July meeting of the Corporation.

**The Board APPROVED the following Committee Terms of Reference:**

**Search Committee  
Finance Committee  
Performance and Standards Committee  
Remuneration Committee**

**G17/038 Item 9.3 – Governor Feedback from Learning Walks and Developmental Opportunities**

MS informed the Board that he had carried out a Learning Walk within CCDI covering the art area and the music studio and witnessed the use of Google Classroom.

**The Board NOTED Governors' feedback.**

**G17/039      Item 10 – Date of Next Meeting**

The next full Meeting of the Corporation will take place on Tuesday 6<sup>th</sup> June 2017 at 4.30pm in Room K021.

There being no other business, the meeting closed at 6pm.

SIGNED \_\_\_\_\_ DATE \_\_\_\_\_