



Approved Minutes

CITY COLLEGE PLYMOUTH CORPORATION MINUTES OF THE MEETING HELD ON MONDAY 16 DECEMBER 2019 AT 4PM IN KS301

Present:	Pauline Odulinski	Chair
	Jackie Grubb	Principal
	Andrew Ashley	Governor
	Ed Coley	Governor
	Adam Croney	Governor
	Georgette Harris	Governor
	Caitlin Jackson	Governor
	Paul James	Governor
	Mike Jones	Governor (Staff)
	Cheryl Powell	Governor (Staff)
	Martyn Starnes	Governor
	Debbie Taylor	Governor

In Attendance:	Ben Manning	Deputy Principal
	Lorraine Hill	Chief Financial Officer
	Toni Amber-Knight	Acting Clerk

The Chair welcomed the new members to the meeting namely: - Paul James, Georgette Harris and Caitlin Jackson. The Chair asked members to introduce themselves to the new members and stated she hoped that they would feel, that they can at any time ask questions and ask members to explain if they do not understand the detail or background and or if people use jargon!

G19/76 Apologies, Conflict of Interests and Quoracy

Apologies were received from Emily Beaumont, Hilary Duckett and Emma Tringham. There were no unregistered interests raised and the meeting was quorate.

G19/77 Minutes of Previous Meeting

RESOLVED: that the minutes of the meeting of the Corporation dated 8 July 2019, and the Special Corporation Meetings held on 17 October 2019 and 1 November 2019 were approved as a correct record. These were then endorsed for signing by the chair.

G19/78 Action Annex

There were no further matters arising other than those items on the agenda for follow up.

G19/79 Confidential Items

RESOLVED: That in accordance with Minute G03/09 agenda item 4.4 is dealt with as Part II and that the Minutes and papers concerning these items be withheld from the

published records for the prescribed period (unless a longer period is subsequently prescribed for certain items).

G19/80

Chair's Report

The Chair updated the Board on the Director of Governance interviews. The process had been undertaken using an outside agency to seek and secure a diverse range of applicants. The Chair took members through the rigorous planning, preparation and selection process which had been designed to ensure the process was fair, and took into account good practice in selection to avoid unconscious bias and attract people with a wide range of business skills and cognitive diversity in order to enhance the range and scope of the board.

There are a number of interested parties still to be interviewed.

The Chair asked the board to follow the recommendation of the search committee to appoint Paul James to the full board.

RESOLVED: To appoint Paul James to the board.

The Chair also outlined for the board the same agency was commissioned to design and deliver the recruitment and selection process for the Director of Governance post. The Chair outlined the details of the applications and how the decision had been reached. The decision of the Governance and Search committee to recommend to the Board that Unity Stewart is offered the role of Director of Governance.

RESOLVED: The Corporation unanimously approved the appointment of Unity Stewart as Director of Governance

G19/81

Risk Strategy and Strategic Risk Monitoring

The Chair of the Audit committee outlined the recent changes to enhance and review the risk and strategic monitoring matrix. It was agreed that this is a very important part of the governing bodies' duty and responsibility, and that it will remain an agenda item at every meeting to review the key risks.

The Chair, with the Chair of Audit outlined the discussions held with the FE Commissioners team at their recent visit, and how in the final report it will identify the importance of risk management as part of the ongoing recovery process.

This is covered further in the Principals report.

RESOLVED: The Corporation approved the recommendations from Audit Committee including an enhanced high level of the risk register with the top ten risks that will be scrutinized at every corporation meeting.

G19/82

Search and & Development

The Chair of the committee reported back to the board the key points from the last meeting where considerable scrutiny had taken place on the key items below.

When questioned the Chair assured members that they were as a committee, satisfied that the amendments were in line with best practice in governance and Ensured the college is complying with legal responsibilities.

It was agreed that the corporation cycle of business still needs a complete overhaul, and this would be a key task for the Director of Governance.

Committee recommendations following consideration of the following documents - Governing Body Standing Orders; the complete range of committee Terms of Reference; Committee Membership for the past and future year; Governor Attendance Target; Corporation & Committee Cycle of Business 2019/20

RESOLVED: The Corporation approved the recommendations from Search and Development Committee that the following items be approved for 2020.

- Standing orders
- Committee terms of reference
- Committee membership
- Governor attendance at meetings against benchmarks
- Corporation Business Cycle

G19/83

The Governance and Remuneration Committee Chair outlined the details from the last meeting where a number of important aspects were discussed and recommended for acceptance by the full board.

In light of the need to review all the processes for senior postholder, recruitment, selection, target setting, monitoring and appraisal including pay. Also, the policies designed to provide clarity for senior postholders in terms of Grievance and disciplinary procedures.

It is recognised that there are a number that still to be completed e.g. bullying and harassment, these will be taken to the next meeting

RESOLVED: The Corporation approved the recommendations from Remuneration Committee.

Remuneration Committee recommendations: -

- Committee Terms of Reference;
- Senior Post Holders;
- Framework for Appointment; Pay & Appraisal;
- Remuneration Review Procedure;
- Grievance Procedures; and Disciplinary Procedure

Action. The Director of Governance to ensure the complete set of policies and procedures for designated senior postholders to be prepared as a priority

This included providing a flow chart for clarity of how they all fit together.

G19/84

The Chair of the Audit committee outlined the outcomes and actions taken by the Audit Committee with regard to the Internal Audit report for the past year together with the audit plan for 2020.

Members questioned the detail in the report and stated their satisfaction that good progress is being made with the range of scrutiny by the audit committee

RESOLVED: The Corporation approved the recommendations from Audit Committee.

- Audit Committee recommendations;
- Committee Terms of Reference
- Cycle of Business;
- Internal Audit Strategy 2019/20

G19/85

Principal & Chief Executive Strategic Report

The Principal gave an update review on the key points in her report including the overall Balanced Scorecard and confirmed that the requirements of the ESFA letter of comfort have been met. The Financial Health Score for 2019/20 reflecting the stronger opening position from 18/19 is forecast to be 180-190 (Good), mainly due to the current ratio scoring 20 more points (increased year end cash position and lower than anticipated creditor balance). Whilst this is positive, the College remains financially 'Vulnerable' and focus on cash stability remains a priority.

Members questioned the Principal with regard to the cash position and the need for key focus to be made on increasing the cash days held by the college.

There was an in-depth debate about how this might be achieved and how important this is to the college.

A further discussion on this matter to be taken in the later closed session in part two of the meeting

The Principal agreed that Income/Expenditure and cash will still need tight control and continuous monitoring whilst the college looks to realign resourcing to meet strategic priorities.

Recruitment and Curriculum Developments

The Principal outlined her view that both the recruitment and development of key staff is vital and the steps she is currently taking to ensure that development is focused on the critical success factors of the college, particularly with regard to curriculum development and delivery.

The Principal also addressed questions about the need to ensure there is a curriculum strategy for the next short, medium and long term, which is a current priority.

This piece of work fits with the overall work on the long-term strategic plan for 2030.

The College's recruitment position at the start of the 2019-20 academic year is good and is an improvement from the previous year.

DT asked if there had been a review of the workforce reforms from last year. The Principal confirmed that the College is reviewing area by area.

Curriculum Reviews

The Principal reported that for the 2019-20 academic year the College procured 11 Ofsted Inspectors to undertake impartial quality reviews focusing on the Quality of Education judgement as detailed in the new Education Inspection Framework (EIF). The main aim of the review was to provide the College with a starting point on teaching, learning and assessment practices and for trained Inspectors to coach and develop staff under the new Education Inspection Framework.

Deep Dive activities (replicating the current Ofsted approach) were carried out. All lesson visits were shadowed internally by our own staff. The impact of the deep dive activities includes:

- Development of staff with the new EIF
- Starting point for Teaching Learning and Assessment
- Creating a culture of high expectation
- Support in creating an innovative and responsive curriculum that meets the needs of the employers
- Continuous professional development

The review confirmed the following areas of development

- The College Management Information System (MIS) needs to be reviewed to ensure it is a supportive tool, this will reduce staff workload and providing a clear picture of the learner journey.
- Actual destination data is not yet fully captured and therefore requires further work to fully show the connection between intent and impact.

There has been a positive response to the student satisfaction survey with 2856 responses received, the highest level of student satisfaction in the country.

FE Commissioner's Visit

The Principal confirmed provided provisional feedback from the recent FE Commissioners' (FEC) visit on 5 November and that the College has made good progress. The FEC report has yet to be received but will be circulated once it is received.

The Corporation asked SLT to provide a report on infrastructure at the next Governors' Strategic Planning Day, which will include Curriculum Financial, Governance, People/Workforce and Quality. A discussion was held proposing targets around the need to increase of cash days from 22 to 65 over an agreed period, development of a 3-5-year financial forecast and development of a balanced scorecard which facilitates departmental level challenge.

RESOLVED: The Corporation noted the Report.

ACTIONS:

- Group sizes to be included on the Balanced Scorecard
- Staff utilization figures to be included
- More detailed staff information on sickness, absence and productivity measures
- Areas for improvement - timeline of the cost and suggested implementation to be brought to the next Corporation meeting.
- Implement a College Improvement Plan.

G19/86 Strategic Plan Progress Update

Members questioned the Principal about progress with regard to the preparation of the strategic plan and this will be a key priority for the away day for members in January

RESOLVED: The Corporation noted the update.

G19/87 Strategic Risk Controls Report

The Principal outlined the report and took members through the steps being taken to ensure the appropriate controls are in place.

RESOLVED: The Corporation noted the update.

G19/88 Self-Assessment Report 2018/19

The Deputy Principal presented the SAR which is now structured in line with the Education Inspection Framework. The College is self-assessing as Good across the board, with outstanding provision for learners with high needs. Key strengths include outstanding links with industry, levels of student satisfaction, overall achievement (top 10% in the country), English and Maths, Apprenticeships 13.5% above the national average and NEET levels of achievement, with Safeguarding being effective. The areas for improvement were discussed and reviewed and actions put in place to bring about improvements. Governors discussed the financial comment – the College has been satisfactory for too long and noted that we benchmark lower than other SW and national colleges. Governors discussed the workforce reforms programme and whether it had been subsequently reviewed, if any posts have been returned. The Principal advised that the H&S Manager and Estates Manager had, with a revised remit. A Staffing Review Group meeting takes place weekly to review/discuss related staffing matters (staff utilisation, class sizes), to review and approve employment requests and changes to contracts, and ensure ongoing matters are resolved efficiently and effectively.

RESOLVED: The Corporation approved the Self-Assessment Report.

G19/89 Quality Improvement Plan 2019/20

The Deputy Principal presented the Quality Improvement Plan and explained that it is a live working document.

There was a lot of discussion and questions about the lack of clarity about the SMART nature of the actions.

Members asked for more work to be done on this and it brought back to the next meeting following scrutiny of the P and S committee.

It was emphasised that the actions must be assigned to a key individual, time bound and review dates clear. Key clear targets for improvements should be timely.

RESOLVED: The Corporation noted the Quality Improvement Plan and requested more work to be done.

ACTIONS:

- The actions with clear intended outcomes and impact measures, the person responsible and accountable, timescales and using a RAG rating -to be included and P&S Committee to monitor.
- The Corporation will receive an update on progress at each meeting with a set of KPI's to monitor progress.

Q19/90

Gender Pay Gap Report (Reported to Finance Committee in April 19)

The Chief Finance Officer (CFO) highlighted the key points from the report and noted that the mean and median pay gap has improved from the previous year. More information has been produced across the role types.

Members discussed the findings and asked a number of questions about the reasons for the variations between males and females.

- The CFO stated there has been an analysis of why the differences exist and what the college is doing to address the issues.

Members asked for this to be made part of the Quality Improvement Plan (QIP) as an action to make progress to address the gaps.

RESOLVED: The Corporation noted the Gender Pay Gap Report and asked the CFO to bring back a report of the differences together with confirmation that the issues will be addressed in the actions contained in the QIP.

Members stated they wish this to be a KPI in the benchmarking too.

G19/91

P&S Committee 11 November 2019, Audit Committee 18 November 2019, Finance Committee 25 November 2019

This item was covered in the earlier discussions on audit.

RESOLVED: The Corporation received and approved the minutes of recent committee meetings.

G19/92

Committees' Recommendations for approval

The Chair outlined the actions taken by the performance and standards committee to urgently address the issue raised in the letter from the Office for Students. The Chair and Principal took immediate action to put plans in place to ensure this does not occur again.

Following a review, it is proposed that:

- A request will be made for all future communication regarding important matters such as invoices will be to a designated centralised point in the College HE office to ensure that oversight is by more than one individual.
- If a similar situation were to arise again the College will ensure that payment will be made immediately and not part of the standard fixed financial payment process.

RESOLVED: The Corporation approved that actions taken by the Chair and the respective committees to ensure there will be no further issues with the payments to the Office for Students.

OfS proposed actions :-

- There will be an annual report to the Audit Committee and the Terms of Reference will be amended accordingly to include the requirements of the OfS and it will be part of the Annual Internal Audit Reports;
- It will be part of the Regulatory Self-Assessment Questionnaire 2018-19;
- Members Report & Financial Statements to 31.7.19 including Audit Completion Report & Letter of Representation;
- It will be made part of the Finance Committee Terms of Reference and Cycle of Business

G19/93

Date of Next Meeting

The next Meeting of the Corporation is schedule for 23 March 2020 at 4pm in Room KS301.

The staff and student governors left the meeting.