

**Minutes of the Meeting of the Corporation of West Thames College
Held on Wednesday 21 March 2018 in the Banks Room**

Members Present Mr S Wilcox (Chair) Ms T Aust Mr B Armstrong
 Ms C Ajit Singh Mr J Bryant Mr J Bolt
 Mr A Ward Ms N Duszniak Mr T White

Also present Mr J Allen Mr M Cooper Mr G Baker
 Ms K Lehmann

The meeting commenced at 18.00

1 APOLOGIES, QUORACY & AGENDA

Apologies were received from Mary Harpley, Alma Patterson, and Mo Ahmed.

The Clerk confirmed the meeting was quorate.

The Chair informed the meeting that the substantive agenda item is the review and approval of the Post Inspection Action Plan (PIAP) that is being made available at this meeting. The Chair sought agreement for this to be discussed as the last agenda item and this was agreed.

The Chair also indicated that the other substantive agenda is the Data Dashboard and agreement on the key KPIs to be reported on at each meeting of the Corporation. Although all the remaining agenda items are important in their own right, it will be assumed that the papers have been read and that governors will therefore ask questions for clarification/challenge/assurance.

2 DECLARATIONS OF INTEREST

There were no declared interests against any agenda item.

3. MINUTES

- (I) The minutes of the Corporation meeting held 13 December 2017 were approved as an accurate record of the meeting (Paper 1)
- (II) The minutes of the special Corporation meeting held 07 March were approved as an accurate record of the meeting (Paper 2)

4 SUMMARY ACTION LIST & MATTERS ARISING

The 'Summary Action List' was received (Paper 3). The following updates were made available against each outstanding action point from the previous meeting:

Ref	Action	Review/Progress Update
5	It was AGREED that the supporting action plans to be made available to all governors for their review. In terms of how best to do this, it was AGREED for these to be made available on the Governor Portal and for the Portal to be set up for review and demonstration at the 21 March Corporation meeting.	Agenda item at this meeting
5	It was AGREED to share the staff notification with Governors, and to circulate to Governors	To be circulated

	any further staff notifications given this would be a good way of keeping Governors informed on the improvements being made.	
5	A follow up PIAP will be made available in the summer term for the academic year 2018-19.	To be reviewed by the Quality & Curriculum Committee in June and to be approved at the July Corporation meeting
5	It was AGREED there needs to be an overarching mapping exercise between the published Ofsted inspection report and the draft PIAP, and the supporting Action Plans that lay behind the draft PIAP. Such a matrix would give assurances to Governors that all points are being addressed. To support the mapping exercise, the PIAP and supporting action points should have an additional column linking the action point to the Ofsted report.	Agenda item at this meeting
5	Governors AGREED there is a need to see more detail in the draft PIAP. Each issue to be addressed needs to be clearly stated, with confirmation of what is being done to address the issue, how this will be done, what will be the measurements to assess if the action has had the required impact, and what resources are required.	Agenda item at this meeting
5	Governors REQUESTED that the final PIAP must have information as to the on-going assessment of progress being made in the implementation and impact on the actions listed in the PIAP. It was AGREED that a RAG rated column should be added to give governors a visual oversight on progress being made.	Agenda item at this meeting
5	It was AGREED the Data Action Plan needs more focus on data.	Agenda item at this meeting
5	It was AGREED the Data Action Plan needs more focus on data with the removal from the Data Action Plan those elements that related specifically to teaching, learning and assessment as these were not data points and the actions listed were replicated in other action plans.	It was confirmed this task has been completed.

5 MONITORING OF COLLEGE PERFORMANCE & CORPORATION KPIs

(i) Development Plan & Monitoring of College Performance

The College report '*Development Plan 2017/18: Key Objectives Progress Report*' was received (Paper 4). The paper provided Governors with a summary progress update against each of the key strategic objectives from the College's Development Plan 2017/18, under the three key headings of:

- Goal 1: To provide an **OUTSTANDING** learning experience for all our learners
- Goal 2: To be **INNOVATIVE** and **RESPONSIVE** to current and future needs
- Goal 3: To provide an **EXCELLENT** environment and resources.

Governors sought **ASSURANCES** on the closing of the gap in the timescale between receipt of applications to offers being made, and it was confirmed an external organisation has been brought in to give the college expertise in this area. It was reported the College is ahead of where it was this time last year, with the gap closed by 2% and the offers to 16-18 year olds up 9% compared with the same period last year. Although good progress is being made, overall, it was reported that the College is still not in line with the set in-year targets for this critical area of recruitment. What has improved is the monitoring of this important area with ownership on recruitment being shared throughout the College. It is no longer seen just as a marketing department responsibility.

The Principal provided an update on the current staffing arrangements for marketing. It was also confirmed the focus on marketing is on digital/social media.

As many of the action listed in the Development Plan are covered in greater detail in the Post Inspection Action Plan, it was agreed to note the Development Plan.

(ii) Corporation KPIs:

At the special Corporation strategy meeting held in January, the following six KPIs were proposed for monitoring at each meeting of the Corporation:

Attendance – broken down by Provision Type (PoS, Adults, Apps, HNS, 14-16. Could have E&M as a separate category). Further detail would be available by directorate, curriculum area, by level.

Timely Achievement - broken down by Provision Type as above but again with E&M as a separate category.

Progress - broken down by Provision Type – with a particular focus on PoS, Apps and E&M

Teaching, Learning and Assessment

- 5 measures interim grades
- Learning walks – red/amber/green proportions

Operating Surplus

Performance v Allocation

- 16-18 numbers v allocation
- Income v AEB allocation

The Principal reported to the Corporation that work was in hand to set the base for the setting of targets for teaching, learning and assessment (TLA). The first series of Learning Walks were conducted and the second series of Learning Walks are taking place this week. An assessment will therefore be made on the outcomes between Learning Walks 1 and Learning Walks 2, and from this assessment, targets can then be set to seek continuous improvement. The outcomes of this assessment, and the targets to be set for teaching, learning and assessment, are to be reported at the May meeting of the Quality & Equality Committee.

It was **AGREED** that the headings of the proposed six KPIs are the correct headings, but what is now **NEEDED** are the measurements and trends for each KPI. It was also **NOTED** that more detailed KPIs would be made available to the Committees to enable them to monitor College performance in those areas of the College that fall within the Committee's remit to monitor.

Presented was a visual illustration on how the six KPIs would be presented to Governors. Yet to be included in the visual is the KPI for TLA, as this has yet to be finalised.

Governors **WELCOMED** the visual presentation of the Data Dashboard, subject to the following **ADDITIONS**:

- The inclusion of a headline commentary section
- The need to include comparison data against performance for the previous year
- The need to include comparison against published benchmark data
- The need to show through trend lines in-year performance

The Chair sought confirmation of when the Data Dashboard would be made available to the Corporation and it was **CONFIRMED** the final Data Dashboard would be available for the July Corporation meeting. Governors stressed the importance of meeting this target date for completion, as a Data Dashboard must be in place before the start of the next academic year.

In terms of the future monitoring of College performance, and to avoid duplication, the following monitoring framework was **AGREED**:

- I. To monitor College performance through the agreed KPIs and for the KPIs to be a standing agenda item at each meeting
- II. To monitor College performance through the review at each Corporation meeting the 'Post Inspection Action Plan'
- III. To receive any required exceptional reporting against the Development Plan through the Executive Team Report
- IV. To receive at the autumn term the final Development Plan for the year-end, and at the autumn term meeting, to agree the Development Plan for the proceeding academic year.

6 EXECUTIVE TEAM REPORT

The Executive Team Report (Paper 6) provided Members with updates on the following topics:

- Devolution
- Role of Ofsted and FE Commissioner
- Institutes of Technology
- Curriculum News
- General Data Protection `regulation (GDPR)
- Financial Update & Financial Health
- Leadership & Management Staffing Updates
- Achievement Rates 2016-17
- Skills + Logistics Centre Update
- Partnerships
- Employer Engagement
- UCAS Update
- News Highlights

In terms of GDPR, the Clerk confirmed he is seeking legal advice to ensure that the current protection on governor liability will also apply to GDPR. It was **AGREED** to inform the Corporation on the legal advice received.

Governors sought **ASSURANCES** that the College will be GDPR compliant by the deadline date of the end of May. The Executive confirmed that plans are in place to ensure full compliance and the College has been assisted in this task through expert advice received from the JIST consultant who has been advising the College.

It was **AGREED** to ask the internal auditors to conduct an audit on GDPR compliance and for the outcomes of the audit to be reported to the Audit Committee.

In response to the request from Governors at the January strategy meeting for greater clarity to be made available on the roles and responsibilities of Executive post holders, a confidential paper outlining proposed changes at Executive level was made available in the Executive Report.

Following review, the Corporation supported and endorsed the direction of travel outlined for the new roles within the Executive, subject to the 'Funding & Compliance' title to be **AMENDED** to 'Finance & Compliance'.

The Executive Report informed the Corporation of the final achievement rates for 2016-17 with confirmation given that there was no material change to the achievement data that was reported to the Quality & Equality Committee at its meeting on 08 February 2018. It was reported that national benchmark data for 2016-17 is to be published at 9am on 22 March.

Governors **REQUESTED** for the achievement data to be presented in tabular format with a column to be added to show the 2016-17 out-turn against the soon to be published national benchmark data, and for this to be made available to governors via email.

In summary, the Corporation welcomed the improvement in achievement data in most areas compared against 2015-16 achievement data. This provided a good base from which to build on to further improve learner achievement rates.

7 TEACHING & QUALITY FOCUS

The minutes of the meeting of the Quality & Equality Committee held 08 February were received and noted (Paper 8).

Many of the items covered in the minutes have been covered in the Executive Team Report and the later agenda item 'Post Inspection Action Plan'.

8 FINANCE & ESTATES FOCUS

The following reports were received:

- Minutes of the Finance & Capital Advisory Group that met on 28 February 2018 (Paper 9)
- Management Accounts (Paper 10)
- Tuition Fee Policy 2018-19 (Paper 11)

As the Executive Team report commented in detail on the College's finances that were also subject to a thorough review from the Finance Committee, as recorded in the minutes of the meeting held 28 February, the minutes were noted.

In terms of required resolutions proposed by the Finance Committee, it was **RESOLVED:**

- (i) To approve the initial capital budget of £900k for 2018/19
- (ii) To approve the 'Tuition Fee Policy 2018/19'.

Governors sought **ASSURANCES** on whether the spend on marketing, 1% of the total budget, was an adequate spend in light of the critical need to increase student recruitment.

The Principal acknowledged that there would no doubt be a need to spend more on marketing and of the need to engage all parts of the College into marketing activities such as attending external marketing/recruitment events. Governors' acknowledged that the year-end operating surplus is forecast to exceed the set budget and would therefore not be adverse if some of the additional surplus was used for additional marketing spends.

9 SAFEGUARDING REPORT

The Corporation received the annual Safeguarding Report 2016-17 (Paper 12).

The report outlined the progress made on the Safeguarding agenda at the College during the academic year 2016-17 and highlighted the features of the College's safeguarding work that was subject to evaluation during the recent Ofsted inspection.

The report demonstrated that the College continues to meet its legal requirements with regards to safeguarding young people and vulnerable adults and demonstrates our on-going commitment to safeguarding as an organisational priority. The report outlined broader background information about how safeguarding is organised at the College and provided trend information regarding incidences. The report also confirmed the policies and procedures that are in place, the links with external agencies and the training undertaken by staff.

Governors welcomed confirmation that the College's safeguarding arrangements covers a wide variety of actions undertaken by the College to ensure that students can learn in a safe and supported environment. In this environment they can also learn about the risks they may face in the real world and work environment and be prepared for them.

It was agreed to add to the minutes the evaluation from Ofsted on the College's arrangements for Safeguarding that were confirmed in the inspection report published in December 2017:

- The arrangements for safeguarding are effective.
- Learners feel safe and know to whom they should report any concerns. Senior leaders
- and staff ensure that the college sites are secure environments. Learners understand how to work safely and observe safe working practices in workshops, lessons and in the workplace. Learners on supported learning programmes learn and apply basic health and hygiene rules effectively.
- Managers responsible for overseeing safeguarding record and monitor incidents well.
- Safeguarding officers have good links with referral agencies, including the local authority, the 'Prevent' regional coordinator and the police; they use these links highly effectively.
- Staff and governors receive appropriate training to reinforce their knowledge and understanding of safeguarding principles and procedures. They use this knowledge effectively to inform and safeguard students against the potential risks associated with radicalisation.
- Leaders and managers have implemented their responsibilities under the 'Prevent' duty effectively. While most learners receive detailed information on the risks posed by radicalisation at induction and through the tutorial programme, a small minority of adult learners on evening programmes have a cursory understanding of how this affects their daily lives.

10 HUMAN RESOURCE FOCUS

The Corporation received for review the Annual HR Report 2016/17 (Paper 13). The following was reported on:

- Staff Profiles
- Recruitment Strategies
- Utilisation Restructures and Redundancies
- Casework
- Absence
- HR Strategy and Development Planning
- External Accreditation
- Professional Development

- Staff Survey
- Safeguarding
- Development Plans 2017/18

It was **RESOLVED** to note the Annual HR Report 2017/18.

The Corporation reviewed the Annual Health & Safety Report 2016/17 (Paper 14). The report provided an overview of the management of health and safety during 2016/17. The report provided a summary on significant developments in health and safety arrangements; provided a review of incidents and reported accidents; and the health & safety plan for 2017/18. There were no serious Health & Safety concerns to report to the Corporation.

It was **RESOLVED** to note the Annual Health & Safety Report 2016/17.

11 **POST INSPECTION ACTION PLAN & GOVERNORS' PORTAL**

At the Corporation meeting held on 07 March, governors conducted a review of the initial draft of the 'Post Inspection Action Plan' (PIAP). Following this review, governors sought improvements, as the PIAP was to be the critical tool for governors to use to challenge leaders to improve teaching, learning and assessment (TLA).

In particular, governors requested the following improvements to be made to the draft of the initial PIAP:

- The need for an overarching mapping exercise to be done between the published Ofsted inspection report and the draft PIAP in order to give assurances to Governors that all points have been addressed in the PIAP.
- The need to see more detail in the PIAP. Each issue to be addressed needs to be clearly stated, with confirmation of what is being done to address the issue, how this will be done, what will be the measurements to assess if the action has had the required impact, and what resources are required.
- The PIAP must have information as to the on-going assessment of progress being made in the implementation and impact on the actions listed in the PIAP, a RAG rated progress column.

In presenting the PIAP, the Principal confirmed all of the above points have been incorporated into the PIAP. Governors welcomed confirmation of this and were now confident that the PIAP will enable governors to monitor and challenge leaders to improve TLA and the student experience.

The only **REQUEST** made by governors on the format of the PIAP was to RAG colour code target dates to enable governors to identify those dates that have been met (Green), or are still in progress (Amber); or have not been met (Red).

The Principal outlined the timeline for the review of the College's self-assessment process with the review to commence in May. Governors sought **ASSURANCES** that the Curriculum & Quality Committee would be part of the review process and it was **CONFIRMED** that this would be the case, with progress updates and outcomes of the review to be presented to the June meeting of the Committee.

Governors noted and welcomed confirmation of the additional May meeting of the Curriculum and Quality Committee over and above the scheduled June meeting.

Governors were asked to give consideration to addressing the one specific weakness on governance identified by Ofsted, this being: 'Governors have not challenged leaders to improve teaching, learning & assessment (TLA)'

It was **AGREED** to delegate authority for completing this section of the PIAP to the Chair of the Quality & Equality Committee, the Chair of the Corporation, and the Clerk. It was agreed to add a commentary on the agreed actions for the to implement and for the actions to be added to the minutes of this meeting as well as the PIAP.

Under delegated authority, the following summary of actions were agreed:

- Governors Link Visits to focus more on TLA including the 5 measures that contribute towards assessment on TLA, and for the Link Visit reports to be considered by the Quality Committee, with any issues being raised at Corporation.
- To agree key KPIs covering TLA for review at each meeting of the Quality Committee and , and to agree the target numbers for each KPI, and the justification in support of these numbers.
- Set up Governors' portal so that governors can access 'live' data on TLA. Encourage colleagues to ensure that the MI reporting tool enables a detailed 'drill down' of the data in order to monitor and identify issues at a sufficiently granular level.
- To arrange additional meetings of the Quality & Equality Committee to monitor all relevant KPI's, the student experience including TLA
- To ensure that all statistical monitoring reports are accompanied by a narrative, explaining action taken in response to specific issues, and the outcomes of these actions
- To ensure challenges made by governors are appropriately recorded in and Committee minutes.
- To ensure there is in place robust action planning to improve TLA.
- To consider a review and amendment of the existing self assessment processes to ensure that it is robust and will provide meaningful input to the PIAP review process.
- To ensure the Post Inspection Action Plan (PIAP) is cross referenced against all the areas identified in the Ofsted inspection as requiring improvements.
- PIAP to include specific measurements to enable governors to assess if actions to seek improvement have had any positive impact.

A demonstration was made available on how the Governors' portal will work. In addition to accessing papers and governance information, the portal is being developed to enable governors to access 'live' data on college performance, including the Data Dashboard and data on teaching, learning and assessment. The target date for going 'live' on the portal is by the July Corporation meeting.

12 ANY OTHER BUSINESS

There was no other business.

13

DATE OF NEXT MEETINGS

Strategy Meeting 16 May 2018 @ 16.30

Corporation meeting 11 July 2018 @ 18.00

SUMMARY ACTION LIST

Ref & Date	Action	Review
5 - 07/03/18	It was AGREED to share the staff notification with Governors, and to circulate to Governors any further staff notifications given this would be a good way of keeping Governors informed on the improvements being made.	Circulated on 22/3 after the meeting
5 - 07/03/18	A follow up PIAP will be made available in the summer term for the academic year 2018-19. To be reviewed by the Quality & Curriculum Committee in June and to be approved at the July Corporation meeting	11/7/18
5(ii) - 21/03/18	The targets to be set for teaching, learning and assessment to be reported at the May meeting of the Quality & Equality Committee.	11/7/18
5(ii) - 21/3/18	It was AGREED that the headings of the proposed six KPIs are the correct headings, but what is now NEEDED are the measurements and trends for each KPI.	11/7/18
5(ii) - 21/03/18	It was also NOTED that more detailed KPIs would be made available to the Committees to enable them to monitor College performance in those areas of the College that fall within the Committee's remit to monitor.	11/7/18
5(ii) - 21/03/18	Governors WELCOMED the visual presentation of the Data Dashboard, subject to the following ADDITIONS : <ul style="list-style-type: none"> ➤ The inclusion of a headline commentary section ➤ The need to include comparison data against performance for the previous year ➤ The need to include comparison against published benchmark data ➤ The need to show through trend lines in-year performance 	11/7/18
5(ii) - 21/03/18	The Chair sought confirmation of when the Data Dashboard would be made available to the Corporation and it was CONFIRMED the final Data Dashboard would be available for the July Corporation meeting	11/7/18

5(ii) - 21/03/18	In terms of the future monitoring of College performance, and to avoid duplication, the following monitoring framework was AGREED : I. To monitor College performance through the agreed KPIs and for the KPIs to be a standing agenda item at each meeting II. To monitor College performance through the review at each Corporation meeting the 'Post Inspection Action Plan' III. To receive any required exceptional reporting against the Development Plan through the Executive Team Report IV. To receive at the autumn term the final Development Plan for the year-end, and at the autumn term meeting, to agree the Development Plan for the proceeding academic year.	11/7/18
6- 21/03/18	In terms of GDPR, the Clerk confirmed he is seeking legal advice to ensure that the current protection on governor liability will also apply to GDPR. It was AGREED to inform the Corporation on the legal advice received.	11/7/18
6 - 21/03/18	It was AGREED to ask the internal auditors to conduct an audit on GDPR compliance and for the outcomes of the audit to be reported to the Audit Committee.	11/7/18
6 - 21/03/18	'Funding & Compliance' title to be AMENDED to 'Funding & Compliance'.	11/7/18
6 - 21/03/18	The achievement data to be presented in tabular format with a column to be added to show the 2016-17 out-turn against the soon to be published national benchmark data, and for this to be made available to governors via email.	11/7/18
8- 21/03/18	Governors' acknowledged that the year-end operating surplus is forecast to exceed the set budget and would therefore not be adverse if some of the additional surplus was used for additional marketing spends.	11/7/18
11- 21/03/18	To RAG colour code target dates in the PIAP to enable governors to identify those dates that have been met (Green), or are still in progress (Amber); or have not been met (Red).	11/7/18
11- 21/03/18	The Principal outlined the timeline for the review of the self-assessment process with the review commencing in May. Governors	11/7/18

	sought ASSURANCES that the Curriculum & Quality Committee will be part of the review process and it was CONFIRMED that this would be the case with progress updates and outcomes of the review to be presented to the June meeting of the Committee	
11-21/03/18	Governance weakness section in the PIAP: It was AGREED to delegate authority for completing this section of the PIAP to the Chair of the Quality & Equality Committee, the Chair of the Corporation, and the Clerk. It was agreed to add a commentary on the agreed actions for the to implement and for the actions to be added to the minutes of this meeting as well as the PIAP.	11/7/18
11/2017-18	The target date for going 'live' on the portal is by the July Corporation meeting.	11/7/18