

**Minutes of the Meeting of the Corporation  
held on Thursday 25<sup>th</sup> September at 8.00am  
at Matthew Bolton Campus**

**Present:**

Steve Hollis (Chair)  
Andrew Cleaves (Principal)  
Gala Albas (Student Governor)  
Stephen Brittan (SB)  
Gurjeet Bains (GB)  
Veronica Docherty (VD)  
Taher Hussain (Support Staff Governor) (TH)  
Kathryn James (KJ)  
Andrew Madden (AM)  
Anthony McCourt (AMcC)  
Jenni Ord (JO)  
Tim Sunter (TS)  
Dagen Thompson (Academic Staff Governor) (DT)

**Apologies:**

Ian Oakes (IO)  
Clive Stone (CS)

**In Attendance:**

Louise Jones - Chief Operating Officer (LJ)  
Mukesh Kumar – Chief Operating Officer (MK)  
Julie Nugent – Chief Operating Officer (JN)  
Bob Pattni – Chief Operating Officer (BP)  
Liam Nevin – Senior Clerk (LN)

**Declarations of Interest**

No declarations of interest were declared

**Item 1 - Open Minutes of Meeting held on 10 July 2014, Confidential Minutes of the 10 July 2014 and 27 March 2014**

These were approved as a true and accurate record of the meeting. The confidential minutes were considered following agenda item 7 and in the absence of the student and staff governors and the Chief Operating Officers.

**Matters Arising**

The Chairman announced the resignations of Julie Jasper and Daali Wouhra and noted the important contributions that both had made to the work of the College.

**Item 2 - Corporation Membership**

The Chairman introduced this report and advised the Board that they would need to consider both strategy and structure at the forthcoming Board residential. Accordingly it was

**RESOLVED**

- (i) That the existing Committee Chairs continue until the Board has completed its governance review.

- (ii) That until the Board has completed its governance review any of the existing Committee Chairs be entitled to assume the position of Vice-Chair of the Corporation should the need arise.
- (iii) That Veronica Docherty be appointed as the governor lead for Safeguarding, to be reviewed as part of the governance review.

### **Item 3 - Overview of Current Position Regarding Academic Results**

The Principal introduced the presentation and advised the Board that the purpose was to develop on the presentation to the July Board meeting by providing further information about the real performance of the college, linked to clarity of understanding about the steps that would be taken to address it. This should be seen as part of a process by which the Executive could support the Board in identifying the information needed to help the Board drive the strategic direction of the College and which would involve more and better information on results and finances than had historically been provided.

MK delivered the presentation and advised the Board that the headline performance figures for 2013/14 in relation to classroom learning was likely to be between 82 and 85% rather than the 88% predicted in July 2014. The presentation then identified the root causes and key contributory factors leading to the likely outturn figures and also the proposed performance improvement plan that would be implemented to address the expected underperformance.

Governors expressed a range of concerns and required actions, noting in particular that:

- The root causes must have been present in the previous year in respect of which the success rates had risen. As the Executive could not presently explain this anomaly it was clear that a more thorough analysis of the data by the Academic Standards and Quality Development Committee was necessary.
- The Quality Development Committee had not previously been provided with data that was sufficiently granular in detail or presented in a timely manner.
- "Deep dives" with Faculty Directors were necessary.
- Consideration of whether the Performance Management Boards were fit for purpose was necessary
- That the Academic Standards and Quality Development Committee would need to meet prior to its scheduled date in December to review these matters

The Principal summed up the underlying issues that were now before the Board; Accountability within the organisation was currently poor, exacerbated by the absence of performance data. Staff appraisals, observations and predictions all needed substantial improvement, and the Board needed to be better supported with the presentation of information, triangulated from various sources, to ensure that Board members had adequate assurance both from the Executive and other sources.

The Chairman closed the debate by noting the systemic nature of the issues that had been raised. It was now necessary for the Academic Standards and Quality Development Committee to explore with the Executive the solutions to the issues that had been identified. Given the urgency of these issues it was important for the Committee to meet in October.

Accordingly it was

### **RESOLVED**

- (i) **That the presentation be noted**
- (ii) **That the Academic Standards and Quality Development Committee meet in October 2014 in order to agree the remedial actions necessary.**

### **Item 4 - Overview of Preparation and Planning for OFSTED Inspection**

LJ introduced this report and advised the board of the work of the inspection steering group, which had been convened to prepare for a possible Ofsted inspection. It was noted that the

achievement data for 2013/14, and the enrolment data for 2014/15 was not yet finalised but that there was a pressing need to do so.

It was also noted that the College's observation process from 2013/14 had identified 82% of teaching as good or excellent but that this was not being reflected in the findings of the College's current teaching and learning review. Initial feedback had identified excessive variation in quality between sites and an absence of robust assessment and performance information. The inspectors had been asked, as part of their feedback to identify realistic short and long term improvements.

The Board noted that the report further signalled the need for more external verification, and that in addition to commissioned external inspections these should include staff and student surveys, and consideration of how internal and external audit could be utilised differently to provide assurance.

Accordingly it was

## **RESOLVED**

**That the report be noted.**

### **Item 5 - Three Year Financial Forecast**

BP presented this item which proposed the Corporation's budget and provided both a strategic overview of the risks and opportunities for the College, as well as the financial forecasts and capital.

The pre-amble and resolution in respect of this matter are recorded in a confidential minute.

### **Item 6 Setting the Agenda for the Residential**

The Principal introduced this item by advising the Board that the presentation would identify the initial thinking of the Executive around the strategy and ambitions of the College. The purpose was to share this developing thinking with the Board to allow governors to fully consider the issues in advance of the residential.

JN delivered the presentation identifying the process for development of the strategy, the key principles, and the developing thoughts of the Executive around the possible aims and success measures.

The Board debated the matter and noted the following:

- There was a general consensus that the number of priorities may need to be rationalised and that the order of priorities should be determined by their impact on learners.
- As the term of office of a number of governors would expire at the end of the year it would be necessary to consider the structure and composition of the Board to deliver the strategy.
- An inspirational mission statement that expressed the College's ambition should be developed.

Accordingly it was

## **RESOLVED**

**That subject to due consideration being given to the matters identified in the preamble to this minute, the initial work in the development of the strategy carried out by the Executive be endorsed.**

### **Item 7 Application of the Corporation Seal**

The Senior Clerk presented a report for noting which detailed the application of the Corporation Seal to documents since the last meeting of the Board.

Accordingly it was

**RESOLVED**

**That the application of the Corporation Seal be noted.**

**Any Other Business**

This is recorded in a confidential minute.

**Date of Next Meeting: Wednesday 17 December 2014**

*[Handwritten signature]*

*17<sup>th</sup> Dec 2014*

x

x