



CORPORATION MEETING
5.00pm Tuesday 18th June 2019

FM6, Plumpton College, Ditchling Road, Plumpton, BN7 3AE

CONFIDENTIAL MINUTES

Present: Mike Atkinson (Meeting Chair), Jeremy Kerswell (Principal), Leeni Lear, John Evans, Robbie Nicholle (Academic Staff Governor) and Helen Key (Co-opted Member)

In attendance: James Hibbert (Deputy Principal), David Stokes (Vice Principal), Alison Kent (Vice Principal), Chris Knell (Director of Finance), Laura Holt (Clerk to the Corporation), Kurt Hall (AoC Governance Advisor), Phaedra Tanghe (HoF) (Items GOV/1819/141&142 only)

Apologies: Stan Stanier (Chair), Julie Dougill (Vice Chair), Sally Kinsey, Stephen Waite, Sarah Blake (Support Staff Governor), Suzanne Craig, John Moore-Bick, Tim Laker, Ruby Franklin-Goddard (Student Governor) and Bill Pepper.

Minute no.		Action by whom	Action by when
GOV/18 19/141	<p>Welcome and apologies</p> <p>The Chair thanked Daniel Hird for the tour of farm developments prior to the Corporation meeting.</p> <p>A number of apologies were received for the Corporation meeting, including the Chair and Vice Chair. Members agreed that Mike Atkinson would Chair the meeting. Sally Kinsey was due to join the meeting via Skype unfortunately connection was not possible. The meeting was not quorate. As outlined in the Rules and Regulations, it was agreed that the meeting would to continue with briefings and discussion however, Corporation would make no decisions. Further attempts would be made to connect to Sally Kinsey during the meeting.</p>		
GOV/18 19/142	<p>SCIF project update and High Needs delivery and costing 2019/20</p> <p>This item was brought forward on the agenda. Phaedra Tanghe (HoF) invited questions on her papers circulated in advance of the meeting.</p> <p><i>Q: Has the project had any impact on learners this year?</i></p> <p><i>A:</i> Yes students have benefitted from targeted personalised support as evidenced in the outcomes in EHCP plans. Students have benefited from work to support transition from level 1 to level 2 next year through a personalised approach in May and June including study skills and a level 2</p>		

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	<p>buddy.</p> <p><i>Q: Who will deliver the new provision? Are they adequately qualified?</i></p> <p>A: The Learning Support Assistants (LSA) will deliver the training, they hold a level 3 teaching qualification and have English and Maths qualifications. They will facilitate group work for the 12-16 week programmes.</p> <p><i>Q: If Ofsted were to arrive tomorrow, how would they grade High Needs provision?</i></p> <p>A: I would be bitterly disappointed if Ofsted did not rate the provision as good. There is a solid tracking and monitoring system for every student, not just for the EHCP plan but also curriculum progress.</p> <p><i>Q: The income is only just covering staff costs. Is there any scope for including a contribution to overheads in the future?</i></p> <p>A: The hourly rate claimed is for direct staff costs only and cannot include a contribution to overheads (as set out in the funding guidance) The college needs to be better at drawing down ALS funding for adults and apprentices, and is doing so this year, but with a more systematic approach and plan for next year. This is likely to bring in additional £50-60k of income per annum and will be resourced from the same ALS team</p> <p><i>Q: Are staff numbers increasing or decreasing?</i></p> <p>A: 3 FTE's left the college and have not been replaced.</p> <p><i>Q: What impact is the reduced number of staff having on students?</i></p> <p>A: Students have not been impacted as a holistic approach has been taken. There has been a culture change, teaching staff do not expect an LSA in class and the introduction of progress coaches next year are likely to further support this. The progress coach is a 'super tutor' with a wider pastoral remit, providing coaching on a one to one basis.</p> <p>Discussion took place regarding the government SEN consultation that is taking place at the moment. Members requested that Kurt Hall encourage the AoC to lobby on behalf of colleges regarding the pressure colleges face regarding High Needs funding and the inconsistency with how funding is applied which creates disparity and unfairness.</p>		
<p>GOV/18 19/143</p>	<p>Recommendations from Committees</p> <p>Members considered the following recommendations from committees:</p> <ol style="list-style-type: none"> 1. Task and Finish Group: Subsidiaries (TAFG) recommendations for approval by Corporation: <ul style="list-style-type: none"> • To approve the Memorandum and Articles of Association for the Subsidiary Company. • To approve the Facilities Management Agreement subject to VAT angles and Mazars endorsement. 2. Search and Governance Committee recommendation to Corporation: <ul style="list-style-type: none"> • To appoint Doug Jackson as a governor for a four year term of office <p>Each governor agreed the approval of the recommendations. As connection to Sally Kinsey via Skype had not been possible, the meeting was not quorate. It was agreed that Corporation approval for the recommendations would be sought via written procedure.</p>		

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	Action: Clerk to seek approval of committee recommendations via written procedure.		
GOV/18 19/144	<p>Office for Students (OfS) Following the release of the OfS report on financial viability and sustainability of HE providers, the credibility of providers' student number forecasts in the current challenging financial environment has been questioned. The OfS is concerned about the trend of over-inflation when it comes to year-on-year predicted student number growth. Current statistics show that the UK 18-year-old population is in decline, and has been for the past two years. Supply is outstripping demand. The college has taken a conservative approach with regard to projected student number growth. Members endorsed the approach and rationale outlined in the paper. <i>Q: There is no reference to HE apprentices, do they fall under the remit of OfS? How do T-levels fit?</i> A: The Institute for Apprenticeships oversee the development, approval and publication of apprenticeship standards and assessment plans for T-levels and Apprenticeships. Quality assurance was until recently provided by Ofsted. This has now moved to OfS. T-levels for Land Based sectors go live from 2021/22. <i>Q: Will T-levels attract a different type of student?</i> A: Yes, but all the work undertaken by the college regarding its brand development and keys message to schools and employer markets have been driven by the need for us to attract a different type of student across the college anyway. Action: Governor T-level briefing to be scheduled in 2019/20 <i>Q: What accountability does Corporation have to the OfS?</i> A: Every HE institution is required to submit an Access and Participation Plan by 1st July. Annual Returns, approved by the Governing Body, are also required to be submitted. Discussion took place regarding the Access and Participation Plan's proposed financial investment. All governors present endorsed the proposed financial investment. As the meeting was not Quorate, it was agreed that Corporation approval would be sought by written procedure. Action: Clerk to seek approval of the OfS Access and Participation Plan proposed financial investment via written procedure</p>		
GOV/18 19/145	<p>Minutes from the Corporation meetings held on 21st May and 3rd June and matters arising Members considered the minutes from the meetings 21st May and 3rd June, no inaccuracies were raised. Members reviewed the matters arising report, discussion took place regarding the following: <u>'Following a learner'</u> The Search and Governance Committee recommended a pilot 'Follow a cohort' programme. A governor will follow a cohort through enrolment, and then follow the same cohort at key points throughout the year e.g. drop in to part of induction, a group tutorial, a practical lesson, a theory lesson etc.</p>		

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	<p>Leeni Lear kindly volunteered to be the first pilot in the Autumn Term. This will replace the 'follow a learner in the summer term'.</p> <p>CONFIDENTIAL discussion,</p> <p><u>AoC CEO letter – Post 18 review of education (Augar Report)</u> Members noted the above briefing. It was disappointing that coverage of the report had been dominated by HE fees. Whilst the conclusion of the report is endorsed by the current Prime Minister, it will be some time before we see what impact the report will have. Members asked Kurt Hall to encourage the AoC to keep colleges briefed on the impact of the report in particular how real, and timing of any additional funding. David Hughes (CEO AoC) has said that we need governors to take a more active role in lobbying.</p> <p>Action - Governor lobbying to be added to the agenda of the next meeting.</p> <p>There were concerns that there may be a caveat that not all courses would receive an increase in funding (could be restricted to 'High Value' course e.g. technology) and there were concerns regarding impact on the g-weighting for Land Based courses.</p>		
GOV/18 19/146	<p>Principals Report The Principal highlighted key points from his report and invited questions from governors.</p> <p><u>FEC Diagnostic Assessment</u> The final report is due in the next week. The report and associated action plan (which is likely to encompass more than just the recommendations by including some other key elements of learning through the process) will be shared at the July Corporation meeting. The Chair, Principal and Clerk have had an initial discussion regarding the action plan. An NLG will be invited to visit in the Autumn Term to provide further external verification of actions taken.</p> <p><i>Q: How will the outcomes of the visit and the action plan be communicated to all staff?</i> At present communication has been with staff who have been involved with the process. Communication with all staff will likely take place at the staff conference (27th August 2019).</p> <p><i>Q: Does the FE Commissioner require anything further from us? Do we need to submit an action plan?</i> The report will provide recommendations only, the college will need to decide whether to implement any recommendations, the college is not required to do so. An action plan will be produced and a copy will be sent to the FEC. The FE Commissioners team will return in the Autumn term. The governors endorsed the actions identified in the Principals report, in particular the implementation of a KPI dashboard.</p> <p>Action: It was agreed a working group could be used to develop a KPI</p>		

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	<p>dashboard.</p> <p>Other key points included:</p> <ul style="list-style-type: none"> The Principal and Finance Director are meeting with the Internal Auditors and will instruct them to conduct the independent review of last year's Statutory Accounts and the Financial Record to identify the cause of the anomaly that exists. At the July Corporation meeting, Corporation approval will be sought to proceed with the proposal to seek an additional £1.8m of borrowing to provide working capital and resource the contributions to Stanmer. Details will be provided of the options for security for this loan, which will also consolidate the remaining £2.2m outstanding loan facility. Further to discussions with the FEC team, this borrowing will be modelled over 15 years. It is proposed that the decision regarding the borrowing associated with the Agri food project is now deferred until the September Corporation meeting to enable Corporation to reach a final decision once the current year's outturn is better known through the period 13 management accounts. In the meantime, an update paper to the Business Plan will be provided to the July Corporation in response to those queries raised in the extraordinary meeting. Student Recruitment 19/20 – HE numbers are on a par with last year. FE numbers look positive, over 100 applicants up on this time last year. A lot of work still has to be done following up students who have yet to accept (c200) and those who have not yet attended interview (c200), which each pose the greatest risk to our achieving our funded target in September. Parents welcome events take place later in the week, and welcome days for students will take place next week. <p><i>Q: There are rumours with staff that there will be course closures and staff have concerns regarding security of their jobs in September, can any assurance be given?</i></p> <p>On the whole numbers are positive for next year. There is a clear business planning process which is being followed. There are some courses which have low numbers, course teams are aware of these courses. The Vice Principal (Curriculum and Quality) is actively engaging with Curriculum Managers to look at ways the courses can be delivered more efficiently, for example merging groups for common elements. If staff are concerned they should contact their line manager.</p>		
<p>GOV/18 19/147</p>	<p>Results from the Student Survey and revised QIP</p> <p>Ali Kent highlighted key points regarding the results from the student survey and revised QIP including:</p> <ul style="list-style-type: none"> All key measures have improved from last year There are substantial increases in student satisfaction with assessment, feedback, target setting and revision support, which supports the considerable work completed by teachers and managers as part of the 2018/19 cross college QIP actions. 		

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	<p><i>Q: Animal Management Students have clearly voiced their concerns and worries in this curriculum area in the recent student survey, what accelerated practice and support for these students is now in place to ensure that student outcomes will not have been affected by the lack of leadership in this area? What are the predicted outcomes – achievement and progress in this area and will they meet national standards?</i></p> <p>An interim Curriculum Manager in January did not work well for the team. The Head of Faculty agreed to manage the area on a daily basis. There has been a significant improvement in exam results this year in both the January and March exams. A significant majority are expected to pass with high grades. Of the level 3 cohort a significant majority are planning to return to the college next year and are reassured by the actions taken by the college. A strong programme manager has been appointed for level 3 animal management students, this manager will continue with the cohort in to year two. Achievement rates are expected to be very good.</p> <p>Focus groups have taken place for level 3 year one students across the college to identify actions needed between now and September.</p> <p><i>Q: 77% of students would recommend their course to a friend. This is disappointing as recommendation by word of mouth is very important. Why is this figure not higher?</i></p> <p>The dissatisfaction of the following groups of learners is affecting the results:</p> <ul style="list-style-type: none"> • Animal Management (this is a large cohort) • Machinery Metalsmithing and Motor Vehicle <p>If these cohorts were removed from the results the figure would be a lot higher.</p> <p>The Principal assured governors that there would be a student survey early in the Autumn Term to provide assurance that steps taken over the past term and in the summer were having the continued desired effect</p>		
<p>GOV/18 19/148</p>	<p>Revised SAR process, curriculum and support teams</p> <p>Ali Kent highlighted key points from the reports including:</p> <ul style="list-style-type: none"> • The Divisional and Cross-college SAR and QIP have been written to reflect Ofsted's revised Education Inspection Framework (EIF) due to be used for Inspections from September 2019. This will allow leaders and managers time to build on quality improvement actions to ensure best impact timed for our next Ofsted inspection which is predicted to be in 2022. • The new SAR and QIP format is excel and formulae based and should be easier to use and update with in-year progress updates. • Curriculum Managers will receive training during July CPD week to support the use of the new SAR and QIP. • Business Support Managers will also be completing a Self-assessment report based on strengths and weaknesses and stakeholder feedback which will then link to key KPIs within their area service level agreements. • Senior HMI for the South East, Stewart Jackson, is spending the day on 25 June 2019 with the Principal, VPCQ and Director for Teaching 		

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	<p>and Quality to review new SAR/QIP format and provide advice around key quality improvement activity from 2018/19 and plans for 2019/20</p> <p><i>Q: Julie Dougill will be meeting Sam Coles to find out about the tutorial programme in July on behalf of the governing board, will the revised tutorial programme be shared at this meeting? What monitoring measure will you have in place from September to ensure consistency in tutorial practice?</i></p> <p>Rebecca Doody, Quality Manager, has written a group tutorial programme differentiated by level. For example, a level 1 group tutorial may cover social skills, personal development etc. a level 3 tutorial may cover UCAS applications. Training will be provided to staff to ensure that they are confident to deliver the group tutorial programme.</p> <p>The quality of individual target setting has varied too widely across the college this year. Training is taking place for staff on target setting and monitoring.</p> <p><i>Q: In light of the recent FEC visit I think the SAR should also include progress outcomes data so that we don't miss this gap in governor monitoring of overall outcome measures.</i></p> <p>Under the new Ofsted Education Inspection Framework (EIF) 'Outcomes' and 'Teaching, learning and assessment' have merged to 'Quality of Education'. The balance of teaching and learning and outcomes will not be lost. A more holistic approach is needed showing impact, not just data. The SAR process from the Autumn term will also include non-curriculum teams.</p> <p><i>Q: What has been the reaction from non-curriculum teams?</i></p> <p>This has not been announced to staff yet. Many teams are already identifying strengths and weaknesses, the process will capture the information in a consistent format.</p>		
<p>GOV/18 19/149</p>	<p>Monitoring performance: Retention/Attendance/Achievement</p> <p>Ali Kent highlighted key points from her reports including:</p> <ul style="list-style-type: none"> • In November 2018, the Governing Body was presented with the final outturn of results for 2017/18 academic year, known as Qualification Achievement Rates or QAR. • The data from our QAR are sent to the ESFA (Education, Skills, Funding Agency) in November for validation before being combined into National Achievement Rates Tables (NARTS) which are released to Colleges in late March/Early April in the following year. This allows Colleges to see how they perform against other providers. • The NART tables are then used to inform analysis benchmarked against other Colleges by a company called MIDES who make this information available to Colleges to benchmark against, these too are released in late March/Early April. • Alongside this, the data is used by the ESFA on their Compare Schools Website, to provide this information to members of the public (https://www.gov.uk/school-performance-tables). • The data sets can be spliced in many different ways to provide information in various formats, they are also used by various internal (SMT, Governors) and external stakeholders (ESFA, Ofsted, 		

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	<p>FEC, other colleges, parents) to judge colleges against an approved set of benchmarked data.</p> <ul style="list-style-type: none"> • The data sets show: <ul style="list-style-type: none"> ○ Against specialist Land based Colleges, Plumpton College's achievement was in the bottom half of the achievement rate table of specialist colleges, this covered all subject areas including maths and English and MMM, Sports etc.. ○ Against specialist Land based and General Further Education Colleges who deliver substantial land based qualifications, Plumpton College was 14th out of 32 Colleges in the achievement rates tables. This just includes land based subjects ○ The progress that students completing English and Maths qualifications make from their starting point is in the lowest quartile in England; the progress made in 2017/8 is improved on the previous year, ○ Overall achievement (72%) for apprentices is in the second quartile <p>A dip in vocational achievement was reported the cross college SAR for 2017/18. This was largely due to the new technical qualifications, which are mainly exam based. A lot of work has been done to prepare students for exams which has resulted in higher achievement rates in 2018/19. Discussion took place regarding the need for the college to have its own measures for tracking progress and systems for tracking progress.</p> <p><i>Q: Maths and English attendance is down are you concerned that this could impact on the results?</i></p> <p><i>A: No not overly concerned. Registers need to close earlier as students do not attend lessons once the GCSE's have started. Attendance at the recent GCSE Maths exam was 99%, and 98% at the GCSE English exam.</i></p>		
GOV/18 19/150	<p>Finance <u>P10 Management Accounts</u></p> <p>The Finance Director explained the first page of the management accounts: Full Year data (final 3 columns):</p> <ul style="list-style-type: none"> • Budget – this is the reforecast budget approved by Corporation in December 2018. • Variance – this is the difference between the budget and the forecast as at April 19. • The college is forecasting a surplus at year end of £93k <p>Current period (left had 3 columns)</p> <ul style="list-style-type: none"> • Income for May was £10k better than forecast (i.e. £10k more) • Expenditure for May was £54k better than forecast (i.e. £54k less than forecast) <p>Year to date data (middle 3 columns):</p> <ul style="list-style-type: none"> • Income year to date is £60k worse than forecast (i.e. £60k less) • Expenditure year to date is £133k better than forecast (i.e. £133k less) • The college is £72k ahead of forecast year to date. 		

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	<p><i>Q: Are proceeds from the sale of Greenoak included?</i> A: Yes approximately £100k. The year to date forecast surplus for May was £89k with a full year forecast of £93k. Nearly all of the surplus for the year is forecast to be achieved by May. The surplus for the year should be met or exceeded. Action – governors requested that the narrative for the period 11 management accounts include what could go wrong to prevent a surplus being achieved and the probability of it occurring. SMT assured governors that they are closely monitoring all items that might potentially impact the budget. <u>First draft 19/20 Budget</u> The development of the budget has been part of a continual process starting from the initial model of income at SMT business planning in March, through the budgeting process and subsequent factoring down of income with likelihood assessments. The model has been further refined to take on board recommendations from the FEC visit such as operating within a range rather than single point budgets. The College will continue to target growth at the higher end of the range, but will budget to operate at a far more cautious level and better informed by management information. The budget for College funded staffing inclusive of short course lecturer fees and contingency is set at 50% of income. The addition of restructuring costs, grant funded staff and pensions and the One Garden project bring the total staffing ratio to 53.8% against the 18/19 forecast of 54% / 56% total staff. A range of actions are currently underway to deliver these savings linked to the curriculum planning process. <i>Q: We need to understand the areas of cross subsidy (HE, apprenticeships etc.). It is difficult to take a view on a 1-year budget, a 5 year budget is needed to see the 1 year budget in context.</i> A: The paper is a draft budget, the full 5 year budget will be presented to the July Corporation meeting prior to seeking board approval of the budget to ensure sustainability. Action: Costed Curriculum Plan to be presented to the July Corporation meeting. Action: SMT to highlight risks associated with the budget (c£100k), probability of the risk and mitigation.</p>		
GOV/18 19/150	Impact of Governance in June Due to low numbers of governors attending, it was agreed that the impact of governance in June will be considered at the next meeting. Meeting closed at 7.25pm		

Signed _____ Date _____