



Minutes
Meeting of the Corporation
Wednesday 16 May 2018 at 4.30pm
Salter Chalker Room, Hall Place Mansion

PART 1

Present:	Pippa Goodwin (<i>Chair</i>)	Neil Prior
	Neil Dew-Gosling	Ian Thomson
	Emily Hutt	Janet Robertson
	Gillian May (<i>Principal</i>)	Daniela Shanly
	Gareth Osborn	Dave Snowden
	Frank Pitkin	Andrew Try

Apologies: Ryan York

In attendance:	Anne Entwistle	<i>VP Curriculum and Students</i>
	Richard Munday	<i>Finance Director</i>
	Tracy Reeve	<i>Clerk to the Corporation</i>

[The Governors had a pre-meeting without members of SLT present which was not formally minuted.]

58/18 Apologies

Apologies had been received from Ryan York.

59/18 Notification of any other business

The Principal had a verbal report within Part 2 of the meeting concerning funding from the Prince Phillip Trust for repairs to the Jacob Bancks Room. There was no other business notified.

60/18 Notification of Members interests

There were no interests notified.

61/18 Minutes of the meetings held on 28 March 2018.

The minutes were approved and signed by the Chair as a correct record.

62/18 Matters Arising

• **Corporation Members Code of Conduct**

The Clerk presented a revised Code of Conduct for BCA Corporation Members which had been updated to reflect recent funding agency changes – e.g. the change from the SFA/ EFA to the ESFA – and current guidance from Eversheds LLP. After further discussion Governors asked for some additional briefing on the impending College Insolvency Regime to be circulated for information.

The revised Code of Conduct for Corporation members was APPROVED as presented.

The Clerk to circulate briefing on the FE College Insolvency Regime to all Governors in advance of the next meeting.

There were no other matters arising that were not already included on the agenda.

ITEMS FOR DECISION/ APPROVAL

63/18 Student Voice Report

Student Governor (EH) gave a verbal update and covered three main projects which the Student Council had recently undertaken. Members were reminded that the Student Council now had 4 sub-groups covering Transport, Food, LGBT and Mental Health. The Food sub-group had now met with Baxter Storey to discuss improving the availability of vegan and vegetarian food; EH informed the meeting that Baxter Storey had asked for specific data about numbers requiring vegan and vegetarian options. EH confirmed that a Student Survey would be sent out and feedback would be used to develop a new menu. The meeting noted that the student enrichment programme for next year was being looked at; aside from timetabling issues, the main focus would be on inter-department delivery to encourage cross-college involvement and to utilise specific skills such as sewing skills, first aid and basic motor maintenance. The LGBT sub-group was working on a proposal for a themed masquerade ball which would take place before the end of term. The Finance Director confirmed that the proposals and costings for this event would be discussed at the College Executive Team meeting on Wednesday 23rd May 2018. The meeting also noted the Student Development Officer (SDO) led Community Afternoon which had now been confirmed as Thursday 14th June, 12-4pm; this would be used as an opportunity to promote mental health awareness with help from Barnardos.

The Student Voice Report was NOTED and COMMENDED.

64/18 Link Governor Feedback

Individual Governors fed back a range of thoughts and anecdotal findings after their recent Link Governor meetings which in most cases had been held on the afternoon of the Governors' Strategy Day, 27 April 2018. All agreed that these meetings were very good for staff morale as well as being a useful source of information and learning for Governors. Staff felt valued when Governors took time to visit their departments and appreciated the opportunity to talk directly to Corporation Members. The meeting agreed that Governors' visibility to staff and students should be heightened moving forward and the Link Governor visits would be key to achieving this. The meeting noted that the introduction of pastoral support roles in some curriculum areas was proving very beneficial for the learners. The meeting discussed the ongoing impact of social media on learners mental health and all agreed that the issues around bullying, negativity and social pressures were exacerbating mental health concerns. Governors talked about the ongoing challenge for the teaching staff to manage this situation and that Governors and College management needed to remain mindful in order to mitigate any negative impact on learners and staff. The meeting discussed how to improve the aspiration of learners from Day One at BCA in order to support stretch and challenge; ***the introduction of a peer mentor scheme during 2018/19 would be considered by College management.***

The Chair asserted the tremendous value of the Governor Link visits and asked all Governors to ensure that they visited their linked curriculum areas at least once a term. ***Governors were assured that the Heads of Department would be asked to contact Governors on a termly basis to set up the Link Visit.***

The meeting AGREED that Link Governor feedback should now be a standing agenda item at Corporation meetings.

- **Graduation Ceremonies Timetable 2018:** Governors were reminded of the dates and times slots for the Graduation Ceremonies 2018, it was hoped that Link Governors would attend the relevant curriculum area ceremonies. The Clerk confirmed that she had already sent calendar invites to the Governors for these events which would take place on 4th and 5th July 2018.

The report was NOTED

65/18 Overseas Learning Trips

- Health and Social Care, Bavaria, October 2018

The meeting considered a proposal for the Level 3 second year H&SC learners to visit Schwandorf College, Bavaria from 8-13th October 2018.

- Sport, Public Services and Outdoor Education, ski trip to Italy, February 2019

The meeting considered a proposal for Level 3 sport, OE and PS learners to visit the Aosta Valley on a ski trip from 2-10th February 2019. This would enable the learners to develop skills as well as using the opportunity for networking and career guidance.

The VP Curriculum and Students (VPC&S) confirmed that all the requisite risk assessments were in place for both of these overseas visits and that staffing levels accompanying the trips would meet all safeguarding guidelines. Governors were given assurance that both of these proposed learning visits were relevant to the course of study and were fully self-funded by the learners.

The meeting APPROVED the proposal for a H&SC learning visit to Bavaria in October 2018 as presented.

The meeting APPROVED the proposal for a ski-trip to Italy in February 2019 as presented.

66/18 Submission to Office for Students

The meeting considered the College's detailed submission to the Office for Students (OfS) for registration as an HE provider; this was required to be submitted to OfS by 23rd May 2018. The Chair (PG) informed the meeting that as Higher Education (HE) Link Governor she had met with the College's HE Manager to discuss this submission in detail and it was now close to the final format. The meeting approved the draft submission and agreed that delegated authority should be given to PG as Chair of the Corporation and HE Link Governor to approve any further changes to the BCA submission for registration in advance of submission to the OfS; she would be assisted in any final review that was required by staff governor Janet Robertson (JR).

BCA's draft Submission to the OfS for Registration was APPROVED; any further amendments required post-meeting to be APPROVED by the Chair of the Corporation and JR.

67/18 Privacy Notice for Governors

The Clerk presented an updated Privacy Notice for Governors which met the requirements for the new GDPR legislation which would come into force on 25th May 2018.

The meeting APPROVED and NOTED the format of the Privacy Notice for BCA Governors; this would be re-circulated to all Governors by the Clerk after the meeting.

68/18 Risk Register/ Board Assurance Framework

The meeting considered the Board Assurance Framework which clearly detailed the key strategic risks against the four strategic priorities for BCA. This item was now a

standing item for consideration at each Corporation meeting. Governors noted that this document had been updated since last presented to the Corporation in March 2018 and the changes were now clearly highlighted.

The meeting discussed the key risks which were currently rated as 'red' and the ongoing mitigation that was being provided against their crystallisation. The following key amendments to the Risk Register since last presented were also discussed:

Risk 1 'Failure to Retain independent Status' (Risk score after mitigation now reduced from 20 'red' to 10 'green'): The likelihood of this risk crystallising had now been substantially reduced after the Minister had approved BCA's application for restructuring funds.

Risk 2 'LGPS deficit expected to be significant' (Risk score after mitigation now reduced from 20 'red' to 15 'amber'): The meeting was reminded that this risk was essentially outside the control of the College but the FD was continuing to work with other local FE College Finance Directors to challenge the actuarial assumptions and to minimise any actual financial impact on the College. The College had now been given assurance from actuaries and pension fund managers that the future payment profile would be reduced.

Risk 4 'Quality and funding issues associated with the apprenticeship provision are not addressed' (Risk score after mitigation stays same at 10 'green'): The meeting noted that further assurance around this risk was now available as the National Achievement Rates Table (NARTs) published in April 2018 showed BCA's 2016/17 performance had been in the upper quartile nationally: Overall success rates 82% (compared with a national rate of 67%); Timely success 74% (against a national rate of 59%).

Risk 8 'Insufficient capital investment in the listed assets, specifically the mansion house' (Risk score of 20 'red' after mitigation): The meeting was reminded that the issue of securing the requisite funding for the future maintenance of the heritage assets was still uncertain; the restructuring funds could not support the heritage asset.

Risk 10 'Insufficiently developed succession planning/ staff retention strategies (Risk score of 20 'red' after mitigation): The Principal assured the meeting that the HR Team were continuing to implement new initiatives and activities for staff which did not cost a great deal of money but provided benefits for staff.

Risk 17 'Failure to comply with GDPR requirements from May 2018 (Risk score reduced from 20 'red' to 15 'amber'): The meeting was assured regarding progress against the GDPR Action Plan which was now a standing agenda item at Corporation meetings. Governors agreed that the College had made real progress in the work required to satisfy this important new piece of legislation.

The meeting was reminded that the Risk Register/ Board Assurance Framework would be considered in detail at the next Audit Committee meeting on 20th June.

The Board Assurance Framework/ Risk Register was RECEIVED.

ITEMS FOR INFORMATION

69/18 Academic Report

- **In-Year Performance 2017/18**

The meeting considered the report which was presented by the Vice Principal Curriculum and Students (AE).

Headline progress against KPIs: The meeting noted the whole College retention rate of 93% which had met the KPI target of 93%. The attendance figure for study programmes (including maths and English) was noted as 90.2% against a College target of 92%; members were reminded that this did not include authorised absence. Predicted achievement was currently at 88.5% against the against a KPI of 87% (this was based on 95% of retained learners passing their qualification). The meeting was reminded that target grades for 2017/18 had been raised to meet the 25th percentile; the expectation was that 50% of all students exceeded their target grades and a minimum of 75% achieved their target grades. Governors noted that the Period 3 progress data indicated that 77.2% of learners were set to achieve or exceed their target grade; this was an improvement on the prior year.

Curriculum areas progress against KPIs: The meeting noted a detailed report which clearly showed departmental progress against the KPIs for 2017/18; Governors agreed that this would be a valuable document for Link Governor visits. The report included data for current performance by each curriculum area by level of provision and maths and English for the following KPIs: attendance, retention, progress against target grade, base case achievement and the national benchmark achievement rate. Governors commended this very detailed 'RAG' rated report which clearly showed areas of concern. The improvement in Level 3 Year 1 retention was noted as were the curriculum areas where Level 3 Year 2 achievement was predicted to potentially be below the National Achievement Rate (NAR): Agriculture, Animal Management, Applied Science, Equine, and Travel and Tourism. AE confirmed that remedial action was in place to secure achievement wherever possible and she was confident that the final overall Level 3 achievement figure would at least meet the NAR.

Maths and English: The meeting noted that Maths achievement and progress was based on April mock exam results; some new teaching had not been completed at this point so an improvement in these results was anticipated at year-end. AE confirmed that the progress measure against Maths measured how many students had increased by at least one GCSE grade. Governors were reminded that this was now a new and more challenging qualification which introduced topics that this year's cohort had not covered in school. It was also noted that there was a degree of uncertainty around grade boundaries but for monitoring purposes BCA had set the boundary for a grade 4 at an aspirational 60%. Governors were assured that Maths and English intensive revision sessions were underway: small group and individual intervention support was taking place during lunch periods and two-day holiday revision would take place during half term in May (mini buses would be picking students up during the holiday week). English progress and achievement by department was also based on recent mock exams and was currently being calculated.

Attendance by individual curriculum areas was considered and the meeting sought assurance that action was being implemented where the attendance rate was showing as 'amber' or 'red' against target. The meeting discussed the instances where attendance at Maths or English was flagged as 'red' i.e. a cause for concern. AE confirmed that after further analysis the individual learners with poor attendance at maths and English also had attendance issues on their main vocational programme. Governors were assured that attendance at English and maths remained a high priority for improvement and specific actions – including timely follow-up emails for non-attendance from English and maths staff to tutors - were still in place to further improve this rate.

- **Apprenticeships Update**

The meeting noted the year-to-date overall (72%) and timely (53%) success rates for 2017/18; the year-end predicted timely success was still holding at 74%. **Governors asked that an additional column should be added to this table showing 'best case' year-end predicted outcomes.** Detailed data showing the current BCA funding performance against each line of the allocation - levy and non-levy, pre and post May 2017 – was noted by the meeting. This financial data also gave a breakdown of contribution rates. The target enrolment numbers by curriculum area for September 2018 were noted; the total figure was 79. The strong pipeline into Motor Vehicle was noted with 20 apprentices for September 2018.

English and maths performance: The meeting was noted the results from the functional skills exams held during April 2018. The following success was noted: 100% pass rate on Level 1 English (3 learners sat exam); 66.6% passed L2 Maths (12 learners took the exam); and 41.2% passed L2 English (17 sat the exam).

Apprenticeship QRB May 2018: Governors noted the key priorities for action that had been identified at the Apprenticeship Quality Review Board (QRB) held in May 2018. The following had now been built into the Apprenticeship Quality Improvement Plan:

- Develop clear and consistent processes with respect to employer engagement and employer responsive culture.
- Cascade the employer responsive culture to provide a seamless learner journey.
- Improve Information and Guidance (IAG) to ensure that the starting points for learners were accurately assessed and recorded.
- Improve teaching, learning and assessment to ensure a secure knowledge base for learners for endpoint assessment.
- Increase the opportunities for employer buy-in for English and maths.

Apprenticeship National Achievement Rates 2016/17: The meeting noted that the National Achievement Rates Table (NARTs) published in April 2018 showed BCA's 2016/17 performance had been in the upper quartile nationally, (detail already discussed at minute 68/18).

Apprenticeship Department Staffing: The Principal informed the Corporation of some structural changes in the staffing of the Apprenticeships Team. This is fully minuted in the Part 2 Confidential minutes (minute 84/18 page 14).

Governors sought, and were given, some additional detail on any feedback from employers. The Principal highlighted the feedback which had highlighted the request from employers to expand the blended learning/ distance learning element for apprentices.

- **Higher Education (HE) Report**

The meeting noted the standing HE Report which highlighted the following headlines of the Higher Education provision at BCA.

Positives:

- The Office for Students (OfS) had now appointed a named contact to support BCA with the post QRV Action Plan and OfS Registration application.
- BSc Veterinary Physiotherapy enrolment target for 2018 entry achieved with several more potential students in pipeline.
- Positive feedback from HE students via questionnaires, Course Committee meetings and representation at the HE Quality Review Board (HEQRB).

- Royal Agricultural University (RAU) had now appointed the final members of their new Senior Management Team and was progressing towards a new corporate strategy with Partnership at its core

Not so positive:

- Recruitment for FdSC Animal Behaviour & Welfare 2018/19 continued to be disappointing (3 offers accepted against a target enrolment of 16).
- Five students (across three courses) identified as Cause for Concern (CfC) in terms of potential to progress from Year 1
- No progress had been made regarding BCA being franchised to deliver specialist modules for a new Bucks 'owned & operated' BSc (Hons) Outdoor Education programme.

Office for Students (OfS): The meeting was informed that the OfS had now appointed a named contact to support BCA with the post Quality Review Visit (QRV) Action Plan and OfS Registration application. The Action Plan (updated to include OfS Registration requirements) had been supplied to the OfS and the College was awaiting 'official' feedback. The meeting was informed that 'unofficially', the plan appeared to have been well-received but the OfS had yet to establish the correct procedure for supporting those HE providers with Action Plans through the Registration process. As a result, BCA's named contact had now referred our Action Plan to her seniors for further guidance. The Principal highlighted the considerable work that had been done to implement the post-QRV HE Action Plan as detailed on the minutes of the HEQRB presented to the meeting. She reminded the meeting that the issues identified during the QRV visit had been centred on process and documentation; recent positive learner feedback from HE students should give the Corporation assurance around the quality of the HE student experience at BCA. College management were hopeful that the feedback from the recent NSS Survey – 100% of BCA HE learners had completed this online – would show significant improvement on 2017. The Governors stated that they were content with the progress made to date against the post QRV Action Plan and were keen to receive an update when available from the OfS. Governors asked for notification once the OfS submission had been agreed and approved by OfS.

It was AGREED that the Principal and HE Manager should keep the Corporation updated with regard to post-QRV progress and the OFS submission.

- HE Quality Review Board (HEQRB) minutes 4 April 2018: The meeting received the minutes from the recently held HEQRB. It was noted that the Chair of Governors had been in attendance at this meeting in her role as Link Governor for HE at the College.

The Academic Report was RECEIVED.

70/18 Estates and Campus Report

The meeting considered the information provided which included the current status, challenges and achievements and opportunities around the following: facilities, buildings and planned general maintenance; utilities; the current building project 'Engineering Skills Building'; grounds; farmed estate; and sustainability. The meeting commended this useful report which gave Corporation Members a clear view of the current issues around the wider BCA estate. It was noted that any known financial commitments and costs had been added to the Estates Report as requested by Governors. The Principal informed the meeting that the whole campus had been subject to a power failure on Friday 11th May which had lasted all day until SSC installed a generator on site at 4pm in the afternoon. The fault was located between the sub-station and clock-cottage and SSC had accepted responsibility for

repair and for the cost of the generator. Governors were assured that the action taken during the whole day of power outage had been reviewed by the SLT earlier in the day; it had been a useful learning experience. It was noted that teaching had continued for all learners who were on site; no buses left early; and the IT and telephone systems recovered quickly when power was restored during the afternoon (via the generator). ***DSh suggested that if this ever re-occurred it would be a good contingency plan for BCA management to use Beech Lodge School's telephone and IT facilities.***

The Estates Report was NOTED and COMMENDED for its detail and clarity.

71/18 Finance Report

• Finance Director's Report

The meeting took the Finance Director's Report as read. This provided additional narrative around the following: 2017/18 financial update; 2018/19 budget; application for Restructuring Funds; cash flow; internal audit activity; and the LGPS pension deficit.

• College Management Accounts: March 2018

The meeting took the Management Accounts to 31 March 2018 as read. These showed a £354,000 deficit for the year to date which was in line with the reforecast. The meeting was reminded that the College was now forecast to make a surplus of £145,000 for the full year 2017/18 compared with the original budget of £199,000. The FD asserted that this surplus figure was very tight and there was very little 'margin for error'; all budget holders had been reminded of the need to carefully control expenditure during the last quarter of the year.

The report highlighted the significant variances in income (£43,000 above reforecast at £8.51 million) as follows:

- Apprentices: £33,000 above the re-forecast at £238,000 after the College growth request had been approved.
- High Needs Income: £44,000 below forecast at £962,000 due to the withdrawal of 3 learners.
- HE Fees: £35,000 above forecast at £273,000 due to higher uptake of Veterinary Physiotherapy than reforecast
- Student Transport: £24,000 above forecast at £511,000 due to higher usage (offset by higher costs).

Pay costs for the year to date were £7,000 below the re-forecast at £5.56m (not considered to be a material difference). The meeting noted that current staff costs equated to 67.1% of income which was 2.9% above the full year forecast (due to timing of income).

Non-Pay costs were £50,000 adverse against the re-forecast at £3.31m of which £32,000 was due to Student Transport (offset by higher income), and £43,000 Depreciation which had been understated in the reforecast.

The meeting received the dashboard of financial key performance indicators and the Human Resources data dashboard which accompanied the management accounts on a monthly basis and a detailed cash-flow forecast.

The March 2018 management accounts were taken as read and RECEIVED.

• Performance against ESFA targets/ allocation 2017/18

The Principal took the meeting through this detailed report which gave the Corporation assurance that the College was on track to earn its contract allocation

from the ESFA. The data was shown for Apprenticeships – split by age and pre or post-levy – as well as Classroom based learners. The shortfall in adult learners (36 short of the 57 target) was noted – this would mean a loss of circa £157,000 income against the £457,000 allocation - but the meeting was reminded of the associated reduction in costs which would make the impact on the bottom line less.

NOTED

72/18 General Data Protection Regulation (GDPR) Action Plan

The meeting considered the outline Action Plan which had been developed to ensure that the College met the requirements of the new GDPR which would come into force on 25th May 2018. Governors noted that the College Executive Team were seeking guidance on who should act as the nominated Data Protection Officer (DPO) for the College; this was a role required under the new legislation. In the meantime, implementation of the Action Plan would be delegated to a number of College Managers with specialist remits including the Director MIS; they would form a GDPR Working Group. Governors commended the progress in this important area of compliance with the majority of actions now being rated as 'green' completed or 'amber' on track for timely completion.

The GDPR Action Plan was NOTED and RECEIVED.

73/18 Applications 2018/19

The meeting noted a detailed spreadsheet showing applications by curriculum area at 8th May 2018 compared with the same point in the prior year. Current applications were currently at 1,299 which was 35 higher than at the same point during the prior year. The meeting considered the curriculum areas which were behind compared with the prior year: Agriculture, Early Years, Floristry, Media, Motor Vehicle, Science and Travel and Tourism. Governors were reminded that an element of Motor Vehicle provision had now transferred over to Apprenticeships.

The Applications Report was NOTED

74/18 Health and Safety (H&S) Report

The total number of accidents for the half year September to February 2018 was noted as 44; this gives a predicted year figure of 88 which would be significantly lower than the previous year's figure of 173. The meeting noted that this drop was largely due to the change in the way that the data was collected; Equestrian falls (41) and animal bites (35) were no longer recorded as an accident. The meeting was assured that this data was still collected by department for analysis. There had been no RIDDOR reportable incidents in the period.

Management: Throughout the year the Health, Safety and Wellbeing Manager had continued to visit departments and support with all aspects of health and safety requirements to embed a positive attitude to health and safety throughout the College.

H&S Committee: The Health, Safety, Security and Wellbeing Committee continued to meet termly and the seven cross-College H&S Champions also met termly but continued to keep in regular touch by forum.

Policy and Procedure: All staff were issued a new Health and Safety Policy and Arrangements document in February; this new format paperwork was now much easier to read in bite size paragraphs. All H&S policies were published in the online Staff Handbook; all other H&S documentation was available on the public drive and staff were discouraged from keeping copies on their desk tops.

An updated version of the Personal Protective Equipment (PPE) policy had been published along with a new form called PPE Approval Request. As each department had different requirements all PPE purchases now had to be approved by the Health Safety & Wellbeing Manager.

Governors sought clarity around the Colleges liability in any case of severe injury; the FD confirmed that public liability insurance was in place and this had just been reviewed on the annual cycle.

The Health and Safety update report was NOTED.

75/18 Application to Louis Baylis Trust

The Principal updated the meeting on a recent application that the College had submitted to The Louis Baylis (Maidenhead Advertiser) Charitable Trust. The bid for £1,800 grant funding was to refurbish an old First Aid room at the College to provide a fit-for-purpose counselling room. The meeting noted that a second bid was in the process of being finalised; this would be for £1,200 for upgrades to the reptile room in the Animal Management Unit.

NOTED

ITEMS TAKEN AS READ

76/18 Principal's Report

The report was taken as read as it had been circulated by e-mail earlier in the month.

ANY OTHER BUSINESS

77/18 Any Other Business

- **BCA Heritage Day**

The Principal reminded the Governors about the open day that would take place at the College on Sunday 20th May 12-4pm. This was themed around the heritage assets and would involve tours of the Mansion and the listed parks and gardens with a historical narrative.

NOTED

There was no other business. The meeting closed at 6.35pm.

78/18 Date of Next Meeting

The next meeting would be on **Monday** 2nd July at 4.30pm in the Salter Chalker Room.