



**Minutes**  
**Meeting of the Corporation**  
**Wednesday 26 September 2018 at 4.30pm**  
**GT2, General Teaching Building**

**PART 1**

|                       |                                  |                                     |
|-----------------------|----------------------------------|-------------------------------------|
| <b>Present:</b>       | Pippa Goodwin ( <i>Chair</i> )   | Neil Prior                          |
|                       | Neil Dew-Gosling                 | Janet Robertson                     |
|                       | Emily Hutt                       | Daniela Shanly                      |
|                       | Gillian May ( <i>Principal</i> ) | Dave Snowden                        |
|                       | Gareth Osborn                    | Ian Thomson                         |
|                       | Frank Pitkin                     | Ryan York                           |
| <b>Apologies:</b>     | Andrew Try                       |                                     |
| <b>In attendance:</b> | Anne Entwistle                   | <i>VP Curriculum &amp; Students</i> |
|                       | Richard Munday                   | <i>Finance Director</i>             |
|                       | Tracy Reeve                      | <i>Clerk to the Corporation</i>     |

The Governors had a short pre-meeting without members of the Executive Team present which was not formally minuted.

**Pre-meeting presentations:**

➤ **Estates Strategy: Sam Armitage (Head of Grounds and Facilities) and Louis Wright (Campus Sustainability Officer, Estates Supervisor)**

The meeting received a presentation on current capital projects which were underway on campus within the definition of urgent works – funding had been received from the Transaction Unit (TU) for this work. The six projects would have a total cost of circa £471,000 and included the following: independent hot water for residential blocks; new showers to residential and staff accommodation blocks; new toilets to the Jersey Yard and Conference Centre; new biomass system for the Jersey Yard; repair of the Mansion water header tank; and resurfacing of the Sports Hall car park. Corporation Members were reminded that funding could only be drawn-down from the TU once spent and that the final date for claims would be 31 March 2019. This would mean that the timeframe for completion of the projects would be very tight. SA confirmed that the work scheme would enable the College to target the available funds where there would be maximum impact in the shortest timeframe. Governors sought, and were given, assurance that although some of the works would have to be undertaken during term-time any impact on learners would be minimised.

The meeting was given a presentation which outlined the proposal to replace lighting across the campus with LEDs (see minute and decision at 118/18 below). Governors sought confirmation on whether the College had investigated the possibility of ground-source heating systems. LW confirmed that management were looking at pursuing a number of sustainability options in the future but the LED replacement was the first project.

**NOTED**

➤ **English and Maths Update: Outcomes 2017/18 and Strategy 2018/19: Vicky Wood (Head of English and Maths) and Aqi Korska (Maths tutor)**

The meeting received an update on the outcomes for English and maths in 2017/18 (achievement against national rate, progress against prior learning and trend data) and the plans for continuous improvement. Governors sought confirmation on how the improvement

in maths outcomes had been achieved. AK informed Governors that this had been achieved by: additional teaching and revision sessions outside the timetabled teaching hours; delivering an additional hour of maths within the timetable; and the use of a BCA developed comprehensive maths tracking sheet. The importance of tracking in-year progress against baseline grades was also noted; this was now a key Ofsted priority rather than a focus on high grades. The meeting noted the use of the online tracking tool – piloted by the maths team - which allowed tutors and learners to identify their key individual learning needs. This tool was applauded by Governors and it was noted that it had been developed in-house by maths staff with support from the College report-writer in MIS. The meeting noted the following highlights:

- There had been a sharp decline in the number of learners who had dropped a grade.
- Learners were making good progress.
- Sustaining and exceeding progress rates remained a key College priority.
- Achieving more high grades (4+) was a whole College target.

Governors were reminded that the GCSE grading system had now changed from A\*-G to 9-1; grade 4 was classified as a 'standard pass' aligned to the previous C grade (grade 5 was a 'strong pass'). The key focus to drive forward further improvement would be centred around better use of data to track progress and better sharing of learner in-year performance. The new HoD for maths and English (VW) outlined the changes that had been implemented to secure improved performance during 2018/19. These included: a new course design which was focussed around 1 hour slots (all learners now had 3 hours of maths/ English tuition each week); improved sharing of best practice between maths and English; and an ongoing focus on Teaching Learning and Assessment. There had also been a re-branding of maths and English across College with a new logo- identity being used on noticeboards around all curriculum areas: **I ♥ Maths and English**. There was a focus on raising awareness within all of the vocational teams and closer working with the support staff throughout the curriculum. Governors had noticed the posters around the College stressing the importance of English and maths skills to employers when they were recruiting. The meeting commended this increased focus on a cross-College approach and the enthusiasm and new ideas being implemented by the English and maths department.

#### **NOTED**

Governors commended the value of these short cross-College presentations at the start of Corporation meetings. It enabled them to have a clear picture of curriculum and support area activity as well as current challenges and opportunities.

#### **106/18 Apologies**

Apologies had been received from Andrew Try.

#### **107/18 Notification of any other business**

There was no other business.

#### **108/18 Notification of Members interests**

There were no interests notified.

#### **109/18 Minutes of the meeting held on 2 July 2018**

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

#### **110/18 Matters Arising from the minutes of 2 July 2018**

There were no other matters arising that were not already included on the agenda. ***The Chair asked that Link Governor feedback be included as standing agenda item at all future Corporation meetings.***

## ITEMS FOR DECISION

### 111/18 Governance

- **Corporation Annual Schedule of Business**

The meeting considered the planned annual schedule of business for Corporation and Committee meetings during 2018/19.

**The Annual Schedule of Business for 2018/19 was APPROVED as presented.**

- **Governors' Attendance 2017/18**

The Clerk reported on attendance of Governors during 2017/18. The error in calculation in relation to Gareth Osborn was noted; his individual attendance at main Corporation meetings was 57% not 43% as shown on the report. The Clerk confirmed that this calculation error did not change the overall figure where the correct attendance had been included. Overall attendance at Corporation and Committee meetings had been 84% (the prior year figure had been 82%); this exceeded the Governance Key Performance Indicator target for attendance (70%). The vast majority of Governors had met the attendance target and individual exceptions had been due to work or community commitments. The meeting agreed that a focus during 2018/19 should be Governors' Link Scheme visits which would enable the Corporation to have an increased focus on Teaching Learning and Assessment. The Clerk confirmed that it was the responsibility of the HoDs to initiate the first meeting of the academic year with their Link Governor.

#### **NOTED**

- **Audit Committee Terms of Reference**

The Clerk presented the Audit Committee terms of reference for biennial review; this had been updated to comply with the Post 16 Audit Code of Practice (March 2018). The meeting noted that the Audit Committee had considered and was recommending this revised version of the Terms of Reference for approval.

**The Audit Committee terms of reference was APPROVED as presented.**

### 112/18 Risk Register/ Board Assurance Framework

The meeting considered the Board Assurance Framework which clearly detailed the key strategic risks against the five agreed strategic priorities for BCA. This item was now a standing item for consideration at each Audit Committee and Corporation meeting. Governors noted that this document had been updated since last presented to the Corporation in July 2018 and the changes were now clearly highlighted. The FD highlighted that the Risk Register column headings had also been slightly amended to aid clarity. The meeting was reminded that any change to the Risk Register was made after consideration at the Executive Team (the 4 SPHs), SLT, Audit Committee and then Corporation. The meeting discussed the following changes and the key risks which were currently rated as 'red' and the ongoing mitigation that was being provided against their crystallisation:

**Risk 1 'Failure to Retain independent Status' (Risk score reduced from 20 'red' to 10 'green' after mitigation):** This change reflected the fact that the College had been in receipt of restructuring funds from the Transaction Unit before the year-end 2017/18.

**Risk 2 'LGPS deficit expected to be significant' (Risk score reduced from 15 'amber' to 10 'green' after mitigation):** The meeting was reminded that this risk was essentially outside the control of the College but governors were reminded that the FD had now been given assurance from actuaries and pension fund managers that the future payment profile would be reduced. The exact figures payable after 2020/21 would not be confirmed until mid-2019 at the earliest. RM informed the meeting that the College's LGPS pension deficit for the financial statements was now at £9.26m (compared with £8.5m for 2016/17 and £10.6m for

2015/16). The meeting was assured that this was in line with levels at other local colleges and so the FD would not be challenging the actuarial assumptions.

*Risk 3 'Going Concern issues. Failure to meet income targets' (Risk score reduced to 10 'green' after mitigation):* This had reduced following receipt of restructuring funds from the Transaction Unit. The FD gave the meeting assurance that there would be no pinch-points on cash-flow during Spring 2019 when ESFA funding was not scheduled.

*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 very uncertain. Restructuring funds could not support the heritage assets at BCA.

*Risk 10 'Insufficiently developed succession planning/ staff retention strategies (Risk score of 20 'red' after mitigation):* The Principal reminded the meeting of all the initiatives put in place by the HR team which did not cost a great deal of money but attempted to provide additional benefits for staff. The Principal informed the meeting that the 'Exec Team' were currently considering how best to deploy CPD for the SLT and management at the College in order to develop staff for internal progression and to minimise any negative impact if any of the key post-holders left the College.

*Risk 17 'Failure to comply with GDPR requirements from May 2018 (Risk score reduced from 20 'red' to 15 'amber' after mitigation):* The meeting was assured that work was still underway against the GDPR Action Plan; this item would remain on the Risk Register during 2018/19 and the Audit Committee would monitor progress.

The Principal informed the meeting that all of the curriculum and quality related risks on the Risk Register would be reviewed in October 2018 when the final output and success data for 2017/18 was known. The funding related risks would be reviewed after the ILR date at the end of the 6-week period and enrolment numbers for 2018/19 had been confirmed.

***The Board Assurance Framework/ Risk Register was RECEIVED.***

### **113/18 Internal Audit Plan 2018/19**

The Finance Director (FD) informed the meeting that this had been discussed in detail at the Audit Committee in July 2018 and revisited at the September meeting. The Corporation considered a reduced Internal Audit Plan for the provision from ICCA; during 2018/19 ICCA would only provide the Key Financial Controls (KFC) audit and the Learner Records audit for BCA. The ICCA proposal suggested that the KFC review would be undertaken in the last term of 2018/19 but the FD informed Governors that he had now asked ICCA to complete this review by February half-term 2019. Governors were informed that in addition to the ICCA audits, the proposal was for the College to commission two specialist audit companies to undertake specific audits within their areas of expertise. These would include a specialist team from KPMG to review Apprenticeship Funding during 2018/19 and the engagement of another company to undertake an internal audit of Safeguarding processes at BCA. The Clerk assured the meeting that her experience at another FE College of using specialist firms to undertake specific internal audits throughout the year had been very positive; it gave better value for money and the specialist input gave governors more rigorous assurance. The meeting noted that Audit Committee had agreed that the internal and external audit contracts for BCA from 1 August 2019 would be reviewed in Spring 2019.

***It was AGREED that:***

- i. The annual audit plan from ICCA for 2018/19 including only Key Financial Controls and Learner Records/ Funding was APPROVED.***
- ii. A specialist auditor (probably KPMG) to be appointed to look at Apprenticeships***
- iii. Specialist auditors to undertake a review of safeguarding (before March 2019).***
- iv. Audit provision at BCA for 2019/20 to be reviewed in Spring 2019.***

## 114/18 Annual Safeguarding Report 2017/18

The meeting noted the Safeguarding Overview Report which provided detailed information from the team with responsibility for Student Protection. The report was structured to afford an overview of basic safeguarding data but also to create an opportunity for the Safeguarding arrangements at BCA to be critically evaluated to support evidence of effectiveness. The report to Governors covered the following: training; induction; policies and procedures; single central record; curriculum; multi-agency working; record keeping; and absenteeism.

During the 2017/18 academic year 122 students were judged to be 'high or medium risk' and 239 learners had presented with mental health issues. There were 41 learners attached to Social Services (8 in the prior year), 20 'Looked After Children' (11 in prior year) and 117 learners registered with Child and Adolescent Mental Health Services (CAMHS) which were all significant increases compared with the prior year. Governors were given assurance that these statistics and the year-on-year increase were in line with recent NSPCC trends. The meeting was reminded that the College's recruitment area covered 120+ feeder schools and 12 Local Authorities so there were numerous external agencies linked to BCA which continued to pose an ongoing challenge in terms of time and resources.

Prevent: The meeting noted that there had been 3 referrals through the Prevent programme during 2017/18. Governors sought, and were given, confirmation that all students, staff and governors had received Prevent training in line with the CONTEST government directive. British Values (BV) at BCA posters were used effectively throughout College to help students relate to BV and to support respectful debate. The meeting was reminded that when Ofsted inspected the College in March 2017 they had found that: 'Full time students have an exceptional knowledge of British Values and how to keep themselves safe from the dangers of extremism and radicalisation.'

Training: The report gave the Governors assurance that all safeguarding training requirements had been met. All new staff had received initial induction Level 2 Safeguarding Training. All BCA staff also received annual safeguarding update training in summer 2018. The Vice Principal, Senior Designated Safeguarding Person (SDSP) and Student Welfare Manager Designated Safeguarding Person (DSP) attended Level 3 safeguarding training externally every two years. This Level 3 training had also been rolled out to an additional 20 staff across the curriculum areas during 2017/18. The staff induction training now covered the government priorities including: Prevent, female genital mutilation (FGM), peer-on-peer abuse, forced marriage and how to manage disclosures.

Curriculum and Students: The meeting was given assurance that students at BCA were supported to develop an awareness of safeguarding issues which may enable them to identify, assess and manage risk in order to keep themselves safe at college and in their personal life. The meeting noted that during induction all students completed Side By Side which is an ETF (Education Training Foundation) safeguarding programme. Modules covered included: Radicalisation and Extremism, Staying Safe Online, What Can You Trust? and British Values. This content had been reinforced by tutors, Student Development Officers and the welfare team through tutorials, the equality and diversity programme, targeted classroom talks and enrichment activities. All were embedded in teaching and learning and opportunities for discussion were encouraged when they occurred naturally. Governors also noted that all students were aware of the 'Run, Hide, Tell' initiative through video and discussion during induction. This had been followed up by tutors who had also supported students during the subsequent lock-down practices.

Multi-agency working: The meeting noted the wide range of multi-agency working that the safeguarding team had been involved in during the year. This had included Child In Need meetings, Child Protection Case Conferences, Team Around the Family meetings, Multi-

Agency Safeguarding Hub (MASH) meetings, Personal Education Plan meetings for Looked After Children (LAC), and Core Group Meetings in relation to LAC. The Link Governor for Safeguarding, DS informed the meeting that she had met with the Designated Teacher at BCA for LAC to review safeguarding and discuss processes around the Personal Education Plans in place for BCA students. Governors sought additional clarification on the most important issues within this area at the moment on a national basis – i.e. what would Ofsted be looking for - and these were confirmed as: Prevent, Female Genital Mutilation, Peer on Peer abuse, and Child Sex Exploitation. AE confirmed that staff training regularly highlighted these issues. ***It was agreed that the latest online Safeguarding training course for staff should be shared with Governors for their updating.*** The meeting was informed that a new online welfare system had been implemented for enrolment 2018/19 this made it easier for learners to declare any additional welfare needs on a confidential basis (without necessarily declaring to their parents who had accompanied them to enrol). The new online system had also enabled individual welfare information on each student to reach teaching teams before the start of teaching. Governors commended this new system which had been developed in-house by the report-writer in MIS. AE informed Governors that she would bring safeguarding and welfare statistics for the current learner cohort to the December 2018 Corporation meeting. The meeting sought, and was given, full assurance that the allegation made against a staff member had been dealt with swiftly and effectively. It was also noted that there was currently one referral under the Prevent agenda causing concern but the College and outside agencies were currently working to support the learner and parents.

***The Safeguarding Report 2017/18 was NOTED and RECEIVED.***

### **115/18 Health, Safety, Security and Wellbeing Annual Report**

The Committee meeting noted a comprehensive report provided by the Health, Safety and Wellbeing Manager which included details of H&S Management at BCA, Policy & Procedures, and details of Incident Reporting.

Management, Policy and procedure: The Health, Safety and Wellbeing Manager had reviewed policies during the year and a new Health and Safety Policy and Arrangements Summary had been released in February 2018 to signpost staff to the other documents. All Heads of Department had signed to confirm that their teams had read this document and new starters were captured at induction. The Health, Safety, Security and Wellbeing Committee had continued to meet termly and the Health and Safety Champions were now working as a forum on the new Gmail chat system to enable them to discuss issues quickly, and to have fewer meetings.

Incident Reporting and investigation: The meeting was pleased to note that there had been significant improvement this year with paperwork being completed in a timely manner. The accident form was relaunched in June 2017 with additional guidance because historically some forms had been completed with the wrong accident and injury type. Heads of Departments were now also engaging with completing the corrective actions section. The total number of accidents during 2017/18 was 82 (compared with 173, 215 and 218 in 2017, 2016 and 2015). The reason for this significant drop was noted as mainly because the College was no longer recording equestrian falls and animal bites as a workplace accident, although this information was still noted departmentally. There had also been attribution from staff awareness and improved housekeeping to minimise slips and trips.

Two internal dangerous occurrences were investigated; the meeting was assured that these were not RIDDOR reportable. The details of the incidents were noted as well as the remedial action put in place by management after thorough investigation of the incidences. Data on types of accidents and types of injuries showing current year and the four-year trend was noted by the meeting. Governors were pleased to note that there had been no RIDDOR reportable accidents during the year, compared with 4 RIDDOR incidents in 2016/17, 2 in

2015/16 and 2 in 2014/15.

The meeting noted that the coach park had been fenced and gated during the summer break to separate pedestrians and coaches; RM confirmed that this had delivered a very big positive impact to the campus. Safety around the buses had been strengthened and the incidence of ticket fraud was now much lower. Student Governor (EH) flagged the current issue around the drop-off and pick-up point; EH asserted that this area was too small and very busy with some 'chaotic' parking. The FD assured the meeting that although busy this area was always carefully controlled by two attending members of the SLT including the H&S Manager. It was hoped that this area would become less busy as term progressed and more students opted to take buses or passed their driving test. However, RM assured the meeting that the SLT would continue to monitor this area at pick-up and drop-off times. Safe Lift Release Refresher Training had taken place in May 2018 and was completed by 5 members of staff. Also Risk Assessment Writing Training took place in July and was completed by 39 staff.

***The Health and Safety Report 2017/18 was RECEIVED.***

### **116/18 Overseas Learning Visit**

The meeting considered a proposal for a Performing Arts learning visit to Disneyland Paris from 21<sup>st</sup> to 23<sup>rd</sup> January 2019; a maximum of 30 learners would attend with 3 BCA staff in attendance including a member of SLT. The Clerk confirmed that the accompanying risk assessment had been completed. Governors were given assurance that this trip was being run through an approved tour company and that the students were self-funding. The meeting discussed the details of the itinerary and the value that attendance at workshops for Disneyland performance staff would provide for the students.

***The meeting APPROVED the Disneyland Paris learning visit as presented.***

## **ITEMS FOR INFORMATION**

### **117/18 Principal's Report**

The Principal informed the meeting that although nominated the College had not won at the recent ceremony for 'Best Employer in RBWM'. The following items were highlighted.

- **Enrolment Report 2018/19**

Governors were pleased to note that the College had enrolled an additional 57 full-time 16-18 students compared to the prior year (this was an update on the 45 shown in the report); 1,472 compared with 1,415. The financial impact of this growth would be circa £300,000 lagged funding for 2019/20. The detailed picture by curriculum area was considered and the only two areas below target were noted as creative media and motor vehicle. The Chair sought clarification on reasons for the decline in these two areas of the curriculum. Governors were reminded that the increased number of apprenticeships within motor vehicle would net-off against the shortfall on main FE programmes. It was also noted that creative media had grown massively in the 2017/18 enrolment and this was probably a spike – recruitment for 2018/19 was consistent with 2016/17 levels. The Principal reminded the meeting that there would be a full College Open Day on Saturday 6<sup>th</sup> October, with a second on Saturday 24<sup>th</sup> November; both running 10am-2pm. Governors commended the regular e-mail updates that they had received on enrolment during the beginning of term.

***The Enrolment Report was RECEIVED.***

- **LEP Bid for Life Science Building**

The meeting noted the expression of interest (EoI) that the College had submitted at short-notice in August 2018 for the development of a dedicated Life Sciences Building on the BCA campus. This would support the growing learner numbers and technological training needs

of students studying Life Sciences and Education and would support the delivery of the Thames Valley Berkshire's LEP Strategic Economic Plan. The project would be for the construction of a new 400 metre<sup>2</sup> single storey facility to incorporate flexible teaching and lecturing space, consulting rooms and tutorial space. The building would complement the existing award winning BCA Science Building which already provided modern laboratories for practical science work. The Principal informed the meeting that as this was only an EoI there was no commitment or financial implications for BCA at this early stage. The meeting noted the high demand for the College Level 3 Health and Social Care provision: this was now seen as a route into nursing via a higher level apprenticeship being offered by a number of universities. The Principal (GM) informed the meeting that the BCA H&SC Course included compulsory modules on medication, infection control and anatomy and physiology which were the 3 key modules required for progression to Higher Education. GM informed the meeting that two BCA H&SC students had secured places at Nottingham Trent University to study midwifery starting in September 2018. The LEP had put the College in contact with Berkshire Care who would partner the College in developing the bid. Governors sought clarification on the timeframe and were informed that the decision on successful bids would be announced in January 2019.

***The Expression of Interest for the Life Sciences Building was NOTED; the meeting fully supported and RATIFIED this bid for LEP funding.***

### **118/18 Estates Summary Report**

The meeting considered the standing Estates Report which was now brought to every meeting of the Corporation. The report provided an update for Governors on the current activity under three headings: maintenance, compliance and sustainability. Governors commended this report as it was easily understandable and gave a very clear picture of any issues and activity around the BCA Estate. The meeting also noted a copy of the recent feasibility study which had the objective to improve water quality and reliability across the campus; the primary aim was to reduce the risk of legionella in the water supply to the residential blocks. The Principal reminded the meeting that an element of the restructuring funds was given to BCA to enable work to commence on replacement of the pipework. The meeting commended the increased focus on sustainability across the campus that was being achieved by the Campus Sustainability Officer.

***The Estates Report was NOTED.***

- **Salix Energy Efficiency Loan Scheme (SEELS)**

Members noted that in a bid to achieve improved energy efficiency across campus, the Estates Department were pursuing an LED lighting refit project which would cost circa. £170,000. However, capital for this project could be borrowed from a DfE sponsored loan scheme (SEELS). Initial surveys of existing fittings had already been performed and energy and cost savings modelled. The College Sustainability officer (LW) informed the meeting that the College had spent £165,000 on energy during 2017/18; this was forecast to rise to circa £210,000 during the current year as the previous 3-year fixed contract had now ended. The Estates Department was now creating an Invitation to Tender for no less than three contractors to maximise cost and energy savings within the budget. Once a tender was chosen, this would form the basis of an application to Salix Finance for a 0% interest loan. The meeting was assured that an LED refit project would go ahead 'if and only if' the project forecast demonstrated a payback within 5 years (achieved through saved electricity). The Principal highlighted that the possibility of the College entering into a loan agreement with Salix Finance had already been cleared with Lloyds Bank and the DfE (TU) as SEELS was a DfE sponsored scheme. Governors sought additional confirmation on any liability if payback was not achieved within the 5 year period and were given assurance that Salix would undertake considerable due diligence in advance of approving any scheme.

***The Corporation AGREED that the College should progress an application for a campus-wide LED lighting refit under the terms of the SEELS.***

- **BCA Estate Management Plan**

The meeting noted the plan for the Estate Management Review, required by the Department for Education (Transaction Unit) which was being funded from restructuring funds. The detailed plan was being implemented using a team of specialist consultants with project management support being supplied by Kevin Scott Consultancy. The various members of the Consultant Team who would inform the Estate Management Plan (EMP) had now been instructed. Whilst there was an amount of historical information regarding the Estate that would inform the EMP, there would also be a need to commission additional survey work to supplement or update existing information. An initial meeting had taken place on 11 July 2018 with a review meeting on 13 September 2018. BCA management and selected members of the Consultant Team had discussed the key drivers and deliverables that had been identified as part of the DfE Requirements which would constitute the initial Feasibility Work. The meeting noted the detailed matrix of deliverables, responsibilities and key dates that had now been prepared; these would be used to monitor progress moving forwards. Governors noted that the proposal was that there would be monthly review meetings with the Consultant Team as well as ad-hoc meetings between individual Team members and BCA as necessary.

The meeting noted the following key dates which had been identified in relation to the EMP:

- Identification/commissioning of additional surveys: 01-10-18
- Curriculum Planning and Overview Study: 31-10-18.
- Floor Space and Utilisation Assessment: 15-11-18.
- Existing Estate Review: 30-11-18.
- First drafts of EMP: 03-12-18
- Final drafts of EMP and Options Analysis: 31-01-19

The Principal confirmed that the EMP team was well underway in progressing various aspects that sat behind the key deliverables and key dates and were working well together. Jill Small was working as part of the Team to ensure that any relevant embedded knowledge about the Estate was disseminated to the appropriate team members to speed up the early assimilation process. Governors (GO) sought clarification on when the Knight Frank valuation exercise would be complete; the Principal informed the meeting that the valuations on the CTB and GTB were still awaited.

***The Estate Management Plan update was NOTED.***

***The meeting AGREED that the College Management should use the property expertise of governor Gareth Osborn to monitor this implementation plan and matrix of deliverable on an ongoing basis; updates to be brought to the full Corporation as appropriate.***

- **Jacob Bancks Room Repairs**

Governors were reminded that the Jacob Bancks Room in the Mansion had been unusable for some time due to a significant water ingress (summer 2017) which had damaged the internal decorations within the room as well as the roof above and the basement below. The College had now been successful in securing Restructuring Facility funding for the project as the space was previously used as HE teaching space. During the first part of 2018 surveys had been completed to provide information on the scale of the repair works with advice from a specialist engineer with experience in repairs of historic and listed buildings. The College had also made an approach to a number of charitable funding bodies including the Country Houses Foundation. The Foundation Trustees had visited the College in April 2018 and as a

result offered a £15,000 grant towards the decorative repairs on the basis that the funding was secured for the major roof repairs.

The meeting noted that the College had now appointed Barton Engineers Ltd to act as Lead Consultant for the repair project. This would involve initially making the room safe through temporary propping and restraints to be completed before the October half-term. The Principal informed the meeting the objective was to regain access to the Ardmore Common Room in the basement after October half-term. Alongside this tender documents were being prepared for the major repairs to the external area of the roof including lead work and slates, and also repairs and replacement of internal structural beams. The majority of the existing ceiling would be replaced and the room redecorated in accordance with conservation advice. The work would also include replacement of electrical fittings where necessary. During the works a temporary roof would be installed and there will be restricted access to the external front area of Hall Place. A listed building planning application was being prepared in respect of the repairs and would be submitted at the beginning of October following discussions with the RBWM Conservation Officer. The current deadline for completion of the works was noted as March 2019. In order to assist with the delivery process, the College had retained the services of Jill Small from Small Solutions Ltd to act as client liaison during the three month project. Governors sought, and were given, assurance that disruption to HE teaching had been minimal and that access to the current HE teaching space - Seminar Room in the Mansion – would be preserved when repair work to the Jacob Bancks room was underway.

***The Jacob Bancks Room update was NOTED.***

### **119/18 Academic Report**

- **Headline Data & Indicative Success rates 2017/18**

The meeting noted a report detailing the headline outcome data 2017/18 by age group against the National Rate (NR) 2016/17; this data was also shown for the previous 3 years to demonstrate the four-year trend. Governors sought confirmation on the NR data used and it was confirmed as being the NR for 'specialist colleges' (these were generally higher than the NR for general FE colleges). The meeting commended the largely positive picture with overall achievement continuing to improve; achievement was up by 3.2% on previous year and at 86.6% was now 3% above national rate. Pass rates had improved significantly with 95.3% (4.5% above NR) of retained students gaining their qualification. The meeting noted that retention remained a clear focus for the current academic year overall retention was 1.3% NR at 90.8%. Governors noted that the College target was to be firmly in the upper quartile for achievement and a retention rate matching NR alongside the current pass rate would have achieved this. The meeting also noted performance during 2017/18 by qualification level against the national rate. Level 3 retention had improved slightly from 88.7% (2016/17) to 90.5% (2017/18). Whilst there was still work to be done AE informed the meeting that the wider uptake of the 90 credit option during 2018/19 meant that this was expected to improve again during the current academic year. Level 2 retention had declined from 93.1% (16/17) to 90.4% (17/18). The meeting was assured that curriculum staff knew the story behind every student who had left before the end of their course; destinations were largely positive and linked to the area of study with many progressing into apprenticeships or employment linked to their work placement. In addition Governors noted that two curriculum areas saw a higher than usual incidence of mental health issues within their Level 2 cohorts which had resulted in a number of students not managing to continue their studies despite the comprehensive levels of support provided. The meeting noted that achievement was all above NR except for the 19+ Level 3 cohort which consisted of just 19 students. This was due to low retention; the majority of those who were not retained had achieved sufficient skills and knowledge within the first year of the two-year programme to gain employment and chose not to return in September 2017 to complete their course.

- **Progress Against Target Grades**

The meeting noted the data by curriculum area and level of qualification to show progress against target grades for vocational programmes for 2017/18. Governors were pleased to note that the overall College figure had increased to 78% meeting or exceeding their target grades (compared with 71% in the prior year); the target was 70%. The 100% meeting or exceeding target grade in Equine was commended.

- **Apprenticeships Update**

The meeting noted the overall (72.5%) and timely (61%) success rates for 2017/18; this was against the NR figures of 67% and 58% respectively. BCA's predicted end-year performance was in line with the prior year and remained in the upper quartile nationally. The Principal confirmed that the College target was to remain towards the top-end of the upper quartile for timely success. Governors noted the additional column which had been added to this table showing 'best case' year-end predicted outcomes at their request. The enrolment numbers by curriculum area for September 2018 were noted; the total figure was now 55 with a further 19 starts expected in October 2019. The meeting noted details of the current business development pipeline for 2018/19 by the seven curriculum areas: arborist, agriculture, floristry, landscape and horticultural operative, golf greenkeeper, sports turf operative and motor vehicle. The meeting was pleased to note the good business won for the Arborist cohort with more to come; the College had now recruited a business development person for this area who was making good progress and had business in the pipeline for February. The College was above target on the Landscape and Horticulture Operative, and Greenkeeping. The Principal confirmed that if the October pipeline came in as planned then the College would be above the target of 81 apprentices. It was confirmed that the growth areas for the next year would be Agriculture, Arborist, Greenkeeping and Sports Turf. Governors noted that Agriculture had low numbers for 2018/19 as the College had been waiting for the new standards to be released; now that the funding band had been increased (from £1,800 to £10,000 over 2 years) the BDOs would promote this area more fully. The Business Development team would focus on client meetings from January 2019 onwards to ensure a healthy pipeline for April and September starts for 2019. The Principal informed the meeting that management had invested in more Business Development during 2018/19 for Arborist, and Greenkeeping on a part-time basis and to support the team during maternity leave. Governors sought confirmation on the maximum capacity for Apprenticeship provision and how close BCA currently was to this. GM informed the meeting that the College was currently only constrained by the availability of assessors and could continue to grow by recruiting additional assessors.

English, maths and ICT Performance: The meeting noted the results from the functional skills (FS) exams taken in July 2018. Of the 36 apprentices that took a FS exam in July, 53% passed or partially passed.

- **Higher Education Update**

➤ Office for Students (OfS) Registration: The meeting noted that the OfS had requested revisions to the College's (mandatory) Student Protection Plan to include a Refund and Compensation Policy and to make it 'student facing'. The Refund and Compensation Policy cited in the Student Protection Plan was also required to be incorporated into the Terms and Conditions for HE Students and into the HE Course Closures and Changes Policy. The OfS had also requested that a clear Code of Practice on Freedom of Speech was provided to replace the existing submission. The meeting noted that after OfS approval had been secured, the Student Protection Plan and the Code of Practice on Freedom of Speech would be published on the HE pages of the BCA website, along with the Terms and Conditions for HE Students and into the HE Course Closures and Changes Policy

**The meeting NOTED the drafts of the following: Student Protection Plan; Code of Practice on Freedom of Speech; Terms and Conditions for HE Students; and HE Course Closures and Changes Policy.**

**It was AGREED that the Chair of Governors would be given authority to APPROVE these documents in final format before submission to the OfS.**

➤ September 2018 Enrolment: Despite slow traction from the FD Animal Behaviour & Welfare (FDABW) and FD Children's Development & Learning during the early part of the application cycle, 89 students were expected to enrol for the 2018-19 academic year. This represents 99% of the original target of 90 students. The expected enrolment by course for September 2018 was noted as follows.

|        | FD Animal Behaviour & Welfare | FD Children's Development and Learning | BSc(Hons) Veterinary Physiotherapy | Total     |
|--------|-------------------------------|--|------------------------------------|-----------|
| Year 1 | 11                            | 15                                     | 22                                 | 48        |
| Year 2 | 11                            | 20                                     | 10                                 | 41        |
|        |                               |  | <b>TOTAL</b>                       | <b>89</b> |

To encourage internal progression from Level 3 Animal Management to the FDABW, a Taster Day would be held in October; this was promoted at enrolment (flyers in the enrolment pack for each returning level 3 student) and would be further promoted via 'drop-ins' over the next few weeks. An HE presence from BCA at local school sixth form progression evenings was also being pursued.

➤ National Student Survey (NSS) 2018 Results: Governors were pleased to be informed that BCA was back in the top quartile for overall satisfaction and had scored an outstanding 100 for its provision of academic support. The rating for 'Organisation and Management' showed considerable improvement on the prior year; this score was above the scores for the Sector and England but just 0.8 short of the top quartile. Governors noted that the organisation and management of BCA's HE provision had benefitted since it became established as a discrete department. However, it was agreed that there was still room for improvement and this would be further addressed as its structure continued to evolve during the coming year. The meeting was pleased to note that a new, experienced HE Registrar would be joining BCA on 8 October 2018. The feedback on 'Learning Resources' - a consistently poor performer - showed an improvement on the previous year but still lagged some 10 points behind the Sector score. The meeting was informed that the lack of a comprehensive physical library facility was the main issue. **The Chair asked that Governors should be kept updated on progress against this area of HE provision.** The detailed scores for all sections of the questionnaire were noted, these were benchmarked against the sector, nationally and top quartile scores.

➤ Programme Development: Following receipt of an updated post QAA Action Plan, the Royal Agricultural University (RAU) had agreed to consider Concept Notes from BCA for two additional programmes for validation:

- BSc (Hons) Top Up Animal Behaviour and Welfare
- BSc (Hons) Ecology and Conservation

Governors were informed that a decision should be made by the RAU Board by the end of September. If approved for development, this would allow BCA to promote these courses 'subject to validation' on UCAS for 2019 entry.

**The Academic Report was RECEIVED.**

## 120/18 Community Engagement Report

The meeting noted a report which summarised the large number and diverse range of community organisations that the College was now interacting with on a regular basis throughout the year. The meeting discussed the possible analysis of any correlation between formal touchpoints with parents during the academic year and outcomes. The VP C&S asserted that staff at BCA aimed to make parents feel that they were working with BCA as part of a team to support their children in their learning.

**NOTED**

## 121/18 Finance Report

### • Finance Director's Report

The meeting noted the report from the Finance Director (FD) which summarised progress in all areas under his control and highlighted the main areas for focus going forward.

### 2017/18 Financial Update and 2018/19 budgets

The meeting noted the year-end July 2018 management accounts for 2017/18 which showed a £144,000 surplus for the year; this was exactly in line with forecast. The FD reminded the meeting that all figures would be subject to the external audit which would commence on 24 September 2018. The meeting noted the impact of receiving the restructuring funds from the Transaction Unit before the year-end 2017/18 as follows:

- Increase in income: £2,433,000. To assist with the settlement of Lloyds' 'November 2015' loan and to provide additional working capital;
- Net reduction in loans: £1,923,000. Full settlement of the Nov. 2015 loan (£3.22m) offset by a new loan from the DfE (£1.3 m);
- Increase in deferred income: £142,000. Element of the grant allocated to 2018/19.
- Increase in cash: £652,000. The net effect of all the other adjustments above.

The meeting was reminded that the budgets for 2018/19 and 2019/20 had been presented and agreed at the July 2018 Corporation meeting. The operating surplus for 2018/19 was expected to be £176,000 and the College expected to report 'good' financial health. The reforecast for 2018/19 would be presented to the Corporation in February 2019.

### Cash flow

The meeting noted detailed cash-flow information; the College had remained well within its overdraft facility throughout July. It was noted that as agreed, the College's overdraft facility was withdrawn on 1 August 2018 as a direct consequence of the restructuring funds. The FD confirmed that College management did not foresee the need for a temporary facility at any time in the future. The meeting noted the most recent cash flow forecast to the end of July 2019 which was included in the management accounts pack.

### LGPS pension deficit

The meeting noted that the College 'accounting' deficit (not the actuarial deficit) had increased by £0.75 million in 2017/18 to £9.26 million. However, Governors were informed that the FD would not be challenging the assumptions as they appeared reasonable and the in-year movement was in line with other Colleges. Members of the Audit Committee confirmed that this had been discussed at their recent meeting and the external auditor had agreed that it would not be appropriate to challenge the actuarial assumptions used.

**The FD's report was NOTED.**

### • College Management Accounts: July 2018

The meeting took the Management Accounts to 31 July 2018 as read; Governors noted that the end-year operating surplus of £144,000 was exactly in line with that expected in the mid-year reforecast (for the fourth consecutive year). Governors were reminded that the receipt of the restructuring funds before the year-end 2017/18 would mean that the College financial

health grade would be 'good' (moved from 'inadequate' prior to receipt of the TU funding). Governors were given assurance that the College had passed all bank covenant tests during the 2017/18 financial year.

***The July 2018 management accounts were RECEIVED.***

- **Audit of Teachers' Pension Scheme contributions**

The meeting received a report from RSM UK Audit LLP which gave the Corporation Members independent assurance in connection with the Teachers' Pension Scheme contributions which the College had been required to make during the year ended 31 March 2018. A copy of the certificate (the 'EOYC') which detailed the Teachers' Pension Contributions for the year ended 31 March 2018 was noted. The letter and audit findings matrix from RSM were also presented to the meeting. The Finance Director highlighted that this was a very timely and clean assurance from the auditors in this area where tolerances on the detail were extremely low. The meeting noted that Audit Committee had asked for a letter of commendation to be sent to PP in the HR Department to recognise her excellent work; the Principal confirmed that this letter had been sent.

***The EOYC certificate 2017/18 was NOTED and RECEIVED.***

### **122/18 Feedback from Audit Committee, 19<sup>th</sup> September 2018**

Chair of the Audit Committee (NDG) gave the meeting a verbal update on what had been discussed at the recent meeting (20<sup>th</sup> September 2018). He highlighted the following:

- Revised tender threshold limits had been approved within the Financial Regulations (£25,000 to £50,000) to reflect timing pressure around capital projects and draw-down of TU funds. Audit Committee members had challenged this proposal and were confident that there would be no scope for abuse of process: there would be clear well documented decisions.
- The Audit Committee had noted a letter of engagement with the firm providing Curriculum Planning work. The curriculum plan would be a key underpinning document moving forward.
- Discussed monthly finance reporting: level of feedback from Governors; the zero monthly variances; and staff access to the management accounts. RM explained rationale for zero-based budgeting and it was agreed that it could continue but NDG (as Chair of Audit) and IT (as Finance Link Governor) would discuss actual variances with RM on a termly basis.
- Discussed the ongoing Internal Audit Provision and the Internal Audit Strategy 2018/19 (as already presented to the Corporation meeting at agenda item 8).

***The feedback from Audit Committee was NOTED and the decisions above were RATIFIED.***

### **123/18 Register of Interests**

The Clerk reminded the meeting that timely completion of this form by Members was a formal requirement of the audit process. She thanked the majority of Governors for completion and asked any outstanding forms to be returned to her as soon as possible.

***NOTED***

### **124/18 Date of Next Meeting**

The next meeting was confirmed as Wednesday 12<sup>th</sup> December 2018 at 4.30pm.

Governors noted that the meeting shown on the diary for February 2019 would probably not be needed as there were plans to hold the annual Governors Training and Strategy Day in February or early March 2019. This would be confirmed in advance of the next Corporation meeting (December 2018).

***NOTED***

**125/18 Any Other Business**

- **Institute of Agriculture**

FP informed the meeting that as a member of the Institution of Agriculture Engineers (IAgrE) he received the journal of the IAgrE 'Landwards' and was delighted to see that BCA was at the top of the listing of commercial members. Governors commended the increased visibility, credibility and professional image of the College within the sector.

**NOTED**

- **BCA Prospectus 2019/20**

The Principal issued copies of the new College prospectus to Governors for their information. The meeting praised the format and compelling photography used in the prospectus; the Principal confirmed that all of the photographs had been taken on site at BCA using existing students.

**NOTED**

There was no other business. The meeting closed at 7.10pm.