

**The College of West Anglia  
Minutes of Corporation Meeting  
22 October 2008, Boardroom, King's Lynn Campus  
10.10 am**

<b>Present</b>	Peter Dixon	Chair
	Roger Almond	Kate Atherton
	Di Atkinson	Jack Bantoft
	Chris Barnes	Kate Barnett
	Sharon Cambridge	Andrew Cave
	Paul Cotton	Cheri Crosley
	Yvette Pratt	Derek Stringer
	Roger Ward	
	David Pomfret	Principal
<b>Attending</b>	Arlene Clark	Executive Director, Curriculum and Learning (part)
	Hilary Reid	Clerk to the Corporation

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**1 Apologies**

Nick Daubney, David Steele, Sandy Willatt.

**2 Minutes of the previous Meeting – 9 July 2008**

The Minutes of the meeting of 9 July 2008 were agreed as an accurate record and signed by the Chair.

**3 Matters Arising**

***(i) Page 7 item 22 Member questions relating to PSG and the appointment of a contractor for King's Lynn new build***

It was confirmed that the questions and responses had been Minuted in full within the Confidential Minutes of the meeting of 9 July 2008.

**4 Governor Resignations and Appointments**

The Clerk advised the Committee of the outcome of the election for a Staff Governor, recently concluded, and invited the Board to approve the appointment of Yvette Pratt.

**Chris Barnes proposed, seconded by Roger Ward, that Yvette Pratt be appointed as Staff Governor for a period of 4 years. Agreed.**

## **5 Report from Students' Union (SU)**

In the absence of the Student Governor, there was no report.

## **6 Management Accounts, full year ending 31 July 2008**

The Principal presented the full year management accounts to end July 2008 and covering notes. He explained that the accounts were currently being audited and would be considered by Audit Committee and Finance and General Purposes Committee before being presented to the Board in December. He highlighted the following:

- The overall trading surplus was £900k (£500k when accommodation strategy and merger costs were taken into account.) Both amounts exceeded the budget reforecast.
- Non-pay costs had been held within the forecast budget.
- Pay costs had been contained through tight management of the part-time pay budget.

The Principal commented that, although the trading profile was less than the previous year, it took account of the investment profile for the current year which included the implementation of the IT Strategy.

In response to governors' comments, it was noted that:

- 1 Control of the budget had been regained at the end of the year. The question of control of the capital programme had been affected by an inability to ensure that all summer works were completed prior to the year end of 31 July, with works completed in July and August. Committed spend had been carried forward into the current year.
- 2 The way in which the report was presented was found to be very helpful. In particular, reference was made to the graphical illustration of the utilisation of income and analysis of costs.

**The current position was noted.**

## **7 Principal's Strategy Report**

The Principal reported on the three strategic issues in his paper: Academy developments; Machinery of Government changes; and, Celebrating success.

### **1 Academy Developments**

This element of the Minute and report were deemed to be "Confidential".

### **2 Machinery of Government Changes**

The Principal referred governors to the extract from the White Paper "Raising Expectations: Enabling the system to deliver" reproduced in his report. He advised that progress was being made locally on the establishment of a sub-regional collaborative grouping and that the College could expect Norfolk Local Authority to be its single commissioning authority for 14-19 provision.

**Noted.**

### 3 **Celebrating Success**

- (i) **AoC Beacon Awards:** The college had submitted two applications, both of which had been shortlisted for an award – a DVD for new teachers and an electronic, interactive learning tool. Assessment had taken place and the outcome was to be announced by the DIUS at the AoC Annual Conference in November. The Principal would report back to a future meeting.
- (ii) **QIA Star Awards:** The Programme Manager for Animal Care had been short-listed to take part in the regional finals for work above and beyond the call of duty, exceeding expectations, under the Institute for Learning sponsored, Teaching, Training and Learning practitioner category.
- (iii) **The Good Schools A Level Awards 2007:** The College had been advised in September 2008 that it had won the 2007 Good Schools Guide A Level Award for Boys taking Additional Mathematics. The awards are made to highlight excellent teaching in individual subjects.
- (iv) **Joint Information Systems Committee (JISC) Funding**

The College had secured £200k project funding via JISC/BECTA (Bringing Education Creativity To All) to establish an internet TV station – a two year project that it was envisaged would become embedded within the curriculum and be self-sustaining. Details as to how this might be implemented were being developed.

**Noted.**

### 8 **SMT Re-structure Proposals**

The Principal presented a consultative document outlining proposals to re-structure the Senior Management Team (SMT). He noted that Employment Policy Committee had considered the changes in detail at the meeting on 15 October 2008 and were supportive.

The Principal explained that the proposals reflected the arrangements made in the summer to address capacity concerns with the new build programme and sought to adjust roles within SMT to meet strategic needs identified for the future.

The consultation paper had been circulated to all governors on 6 October 2008 and views invited. Responses had been mainly concerned with the possible pressure on the Executive Director, Curriculum and Learning.

Employment Policy Committee had received assurances regarding the span of control for the Executive Director concerned and had recognised there would be an on-going process of review.

There were no additional financial implications.

Governors felt that there ought to be consistency of descriptor for each postholder – The Principal accepted the need for consistency.

**Derek Stringer proposed, seconded by Andrew Cave, that the proposals for re-structuring the Senior Management Team be endorsed. Agreed.**

## **9 Proposed ILT Strategy Steering Group**

Following Audit Committee concerns, a proposal to re-establish an ILT Steering Group was considered at the July meeting of Corporation. Search Committee at its meeting on 22 September considered the composition of the Group and appropriate membership.

The Principal had expressed concerns regarding the capacity of governors to establish a further committee but believed there was a need to establish a Steering Group with a focus on IT/ICT. However, he felt this should be a management group providing regular feedback to the Corporation.

Governors concurred with this view.

**Peter Dixon proposed, seconded by Cheri Crosley, that a management group be established with appropriate terms of reference to oversee IT developments. Agreed.**

## **10 Property Strategy Update**

This item was deemed to be "Confidential".

## **11 Review of Corporate Goals and KPIs 2007-08**

### **1 Corporate Goals**

The Principal presented a summary of College performance against Corporate goals for the last academic year. He noted that performance was largely successful and that action plans were in place to address areas of under performance.

He highlighted 16-18 recruitment and the concerted drive to meet a challenging target (missed by less than 1%); Train to Gain performance against original target of 850 was 679 (80%); there was optimism for improvement this year having made some key strategic changes in Employer Engagement.

### **2 Key Performance Indicators**

Governors raised concerns regarding staff turnover and the high sickness absence rate. The Principal acknowledged there were issues around managing sickness absence which were being addressed with managers and the trade unions.

The Chair of Employment Policy Committee assured the Board that the statistics were monitored closely at their meetings and that the Head of Human Resources was actively progressing a plan to address the issues highlighted.

The Chair of Performance Review and Quality Committee suggested that sickness absence statistics should be reported as a corporate goal.

The Principal reported that collation of achievement, retention and success rates was incomplete but it appeared likely that success rates would have dipped from the previous year's high. A further report would be made through the SAR process.

Teacher Qualification performance was strong – the College had reached the Government target of 90% of full time staff and 60% of part time staff to either hold or be working towards a teacher training qualification.

In conclusion the Principal noted that the performance level achieved by the Work Based Learning team was excellent; lesson observation grades had significantly improved; and, that teaching grades at Levels 1 and 2 had improved beyond sector norms.

**The report was noted.**

**It was agreed that the Principal would report to the Board against a corporate goal for sickness absence.**

Arlene Clark joined the meeting at 12.20 pm.

## **12 Learner Numbers**

The Executive Director, Curriculum and Learning, reported the final out-turn learner numbers for 2007-08. She highlighted those areas which had fallen below target – full time 16-18, part time fte19+ and Train2Gain. Higher than target learner numbers in 19+ full time and part time had driven up the overall total 19+ numbers to 8,144, 144 above target.

The College had achieved over the 97% figure which was needed to secure funding and prevent clawback.

Governors commented on the reduction in adult provision and the current year target for Train to Gain of 1,000 noting that an additional 300 T2G starts would be required in order to hit the target.

Targets for 2008-09 were specific and remained challenging. No virement was permitted between different categories of students.

The Executive Director concluded that within the current year student numbers would continue to fluctuate. Indicative figures show an improvement overall will be achieved in the current year. Confirmed figures would be available from MIS within the next few weeks.

**The report was noted.**

Arlene Clark left the meeting at 12.40 pm.

## **13 Clerk's items:**

### **(i) Revised Terms of Reference – Property Steering Group**

The revised Terms of Reference drawn up by the Property Steering Group relating to membership of the Group were recommended for adoption.

**Sharon Cambridge proposed, seconded by Andrew Cave, that the revised Terms of Reference for the Property Steering Group be adopted. Agreed.**

### **(ii) Board Member Attendance Record 2007-08**

Search Committee had reviewed governors' attendance records in detail at the meeting of 7 May 2008. Some weaknesses had been identified and the Chair of Committee had requested a mid-year review of the statistics.

The governing body achieved an overall average performance level of 86%, a 3% increase on that achieved in 2006-07.

**The Board noted the positive attendance levels.**

### **(iii) Annual Self Assessment Review 2007/08**

The self-assessment report was considered in detail. There were no areas of concern identified. However, questions were raised as to the reasons why some governors felt unable to respond to certain questions.

The Chair invited governors to comment on the format of the questionnaire and the criteria used directly to him, or to the Clerk, in order to determine whether it was necessary to re-think the content of the questionnaire.

**The report was noted.**

### **(iv) Governor Training – Academic Year 2008/09**

The results of the survey undertaken in July 2008 to identify governors' training needs were presented and governors were invited to advise management on their training/briefing priorities for the academic year.

The priorities were identified as:

- (a) Accommodation/Property Strategy
- (b) National and Regional policy and legislative changes
- (c) Faculty presentations
- (d) Showcasing visits

**The Principal and Chair agreed to draw up an appropriate programme for the Academic year based on the findings from the survey.**

### **(v) Website link for Corporation Minutes**

In accordance with the Instrument and Articles of Government (Inst 17(3) refers) the Corporation Minutes for 2007/08 – excluding confidential Minutes – had been placed on the College's website. This practice would continue for the future. The link for the site is: [www.col-westanglia.ac.uk/corporation-minutes.html](http://www.col-westanglia.ac.uk/corporation-minutes.html)

The Chair confirmed that the annual review of Confidential Minutes had taken place with the Principal and Clerk on 21 October 2008.

**The information was noted.**

## **14 Minutes of Committee Meetings and Working Groups**

### **(i) Finance and General Purposes Committee 17 June 2008**

Andrew Cave, Chair of the Committee, proposed the Minutes for adoption. He confirmed that the Committee had considered the 2008/09 Budget and Financial Plan in detail and at length. The Budget had been recommended for approval at the Corporation Meeting in July.

He informed the meeting of the resignation of the Head of MIS and commented on the high quality of her work. A replacement had been appointed and the Committee were aware of the need for close attention to the reports brought forward to them.

### **(ii) Employment Policy Committee 25 June 2008**

Derek Stringer, Chair of the Committee, proposed the Minutes for adoption. He reported that the pay settlement proposed at the meeting had been agreed by all parties. The award exceeded the recommendation from the AoC.

The Committee had received detailed feedback from focus groups established as a result of the staff survey. Communication issues across the College were identified and an action plan had been developed.

The Chair highlighted that the Committee, at its meeting on 15 October 2008 had endorsed the Principal's proposals for the re-structuring of the Senior Management Team.

Recruitment remained challenging, particularly in the area of IT.

**(iii) Remuneration Committee 25 June 2008**

Peter Dixon, the Chair of the Committee, advised that the Committee had determined the salary of the designated senior postholders and the Clerk at the meeting on 25 June 2008.

**(iv) Search Committee 22 September 2008**

Peter Dixon, the Chair of the Committee, reported the decision of the Committee to actively recruit a new member from the Fenland/Cambridgeshire land-based community.

**(v) Property Steering Group 3 July 2008**

Peter Dixon, Chair of the Group, confirmed that the updates provided during the course of this Corporation Meeting reflected the current position.

**(vi) College/KL&WNBC Strategic Liaison Group 22 September 2008**

The Minutes were presented for information and note.

**The Chair moved adoption of the Minutes en bloc, seconded by Sharon Cambridge. Agreed unanimously.**

**15 Any Other Business**

None.

**16 Date and venue for next Meeting**

Wednesday, 10 December 2008 – King's Lynn Campus.

**The meeting closed at 1.05 pm.**