



**THE WINDSOR FOREST COLLEGES GROUP CORPORATION
BOARD OF GOVERNORS**

MINUTES OF A MEETING OF THE BOARD OF GOVERNORS OF
THE CORPORATION OF THE WINDSOR FOREST COLLEGES GROUP

HELD AT LANGLEY COLLEGE ON WEDNESDAY, 13 DECEMBER 2017

| | | <u>Meetings Attendance</u> |
|----------------|---|----------------------------|
| PRESENT: | Tony Dixon (Chair) | (2 out of 2) |
| | Kate Webb (Group Principal & Chief Executive) | (2 out of 2) |
| | David Knowles-Leak | (2 out of 2) |
| | Stuart Taylor | (2 out of 2) |
| | Gurpreet Nizzar | (2 out of 2) |
| | Martin Pritchett | (2 out of 2) |
| | Kiran Virdee | (2 out of 2) |
| | Ken Lamb | (2 out of 2) |
| | Anthony Haines | (1 out of 2) |
| | Rob Lewis | (1 out of 2) |
| | Peter Tyndale (from 6.15pm) | (2 out of 2) |
| | Darren Bryant | (2 out of 2) |
| | Angela Wellings | (2 out of 2) |
| | Gill Briggs | (2 out of 2) |
| | Daljit Bains | (2 out of 2) |
| | Shaleena Mahmood | (2 out of 2) |
| IN ATTENDANCE: | Graham Try (Deputy CEO) | |
| | Rowan Cookson (Principal) | |
| | Richard Kirkham (Assistant Principal Further Education) | |
| CLERK: | Lynn Payne | (2 out of 2) |

PART I

| <u>MINUTE NO.</u> | <u>ACTION</u> |
|-------------------|--|
| | The meeting started at 6pm. |
| 1. | <u>Health & Safety Housekeeping</u> The Group Principal & Chief Executive advised Members of the fire exit and protocols. |
| 2. | <u>Presentation on Key Quality Improvement Headlines, Including the English & Maths Strategy</u> This item was presented by the Principal. Members received a comprehensive presentation on the key quality improvement headlines. Members also had sight of the recent, positive letter from Ofsted highlighting good progress and the Chair asked for the Ofsted letter and the Presentation notes to be attached to the Minutes. Members noted the detailed English & Maths Strategy proposed, going forward. Members noted the importance of this moving forward. The Chair thanked the Principal for an excellent presentation. |
| 3. | <u>Apologies for Absence</u> Apologies were received from Arden Bhattacharya, Tina Coates, Emily O'Neill, Jo Classick, Abby Pullen and Viktoria Munn. |

**MINUTE
NO.**

ACTION

4. Declarations of Interest
There were no declarations of interest.
5. Minutes of the Previous Meeting held on 4 October 2017
The Minutes of the previous meeting held on 4 October 2017, having been previously sent to members, were agreed as a true record and signed by the Chair.
All Members were agreed.
6. Matters Arising from the Minutes of the Previous Meeting held on 4 October 2017
It was noted that matters arising had either been actioned or would be included within the agenda.
7. College Headlines
This item was presented by the Group Principal. Members were informed of the performance against high level targets and received a current update. The Group Principal said that attendance was noted as amber in the CRAG rating as, despite significant improvements in vocational areas and good attendance in English & maths at Strode's and Windsor Colleges, attendance at Langley College on English & maths remained too low. She said that due to this level of attendance, the target achievement for maths and English was also CRAG rated amber.
- The Group Principal said that recruitment for 16-18 year olds would not meet its target and that it was a concern. She said other income streams were flagged as amber too and would be discussed further in the Management Accounts and Enrolment Report items of business. Overall the Group Principal said the projected budget was currently overspent and therefore a concern. Members discussed the report. Members felt it would be helpful to have explanatory notes for the value added scores and national data benchmark information.
Members noted the report and, that areas of concern would be picked up in later reports on this agenda.
8. Strategic Plan
- a. Annual Strategic Plan Update
This item was presented by the Group Principal. Members were advised of the College's progression against the Annual Strategic Plan. The Group Principal again referred to the enrolment targets for 16-18 year olds and adults, as it was unlikely that The Windsor Forest Colleges Group (TWFCG) would meet its target this year. She said the three year targets may now be amended accordingly, at the revised financial forecast for next year.
- The Group Principal said the annual plan was updated with the latest progress and said that all areas were considered to be progressing well. She said that the strategic actions regarding enrolments and admissions were primarily focused on preparing for 2018/19. These were noted as amber in the CRAG rating due to the downturn in enrolment this year, as in the area regarding financial health as the recent management accounts forecast an overspend. Members noted that overall, actions were progressing well and the only concern was due to enrolments this year. Members agreed there had been real progress. Plans regarding enrolment would be reported through next term.
The report was noted.
- b. Risk Management Action Plan 2017/18 Update
This item was presented by the Group Principal. Members considered the annual updated Risk Register of all key risks and were advised that the Risk Management Action Plan was recommended to the Board by the Audit Committee.
Members noted and agreed the Risk Management Action Plan 2017/18 Update.
- c. Enrolment, Funding and Growth 2017/18
This item was presented by the Group Principal. Members were updated on the latest enrolment figures against all income streams. The Group Principal said that 16-18 year old headcount numbers at TWFCG were currently 3,018, which is just below the target of 3,308. She said that Apprenticeship enrolments were 472 and currently anticipated to be on target, although funding was forecast to be under the income target by £125,000. With regard to adult enrolments, which stood at 2,439, she said the number of students accessing

**Group
Principal**

**MINUTE
NO.**

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Advanced Learner Loans might be down on last year and in order to achieve budget target on this, and on adult funding, more in-year course starts would be planned. She said it was assumed at this stage that there would be a shortfall against budget and that is shown and contained in the Management Accounts. The Group Principal said that HE headcount numbers were at 212 and anticipated to be below target.

The Group Principal advised members that with all three Colleges, it remained a very competitive market. She spoke about the number of students who wanted to study at the College, but the exact offer for those students had not been available so they were directed to other courses. She said her clear strategy was in the area of Quality and making sure that individual College reputations were good and offered the right courses. She said more useful tracking of students recommended to courses at one of the Colleges in the Group, would take place in the next academic year.

The Group Principal said there would be a radical look at the course offer at the Colleges and the Quality & Curriculum Committee had requested a special focus on this at their February 2018 meeting. She said it was imperative that across the three Colleges, there was a need to look at how to better keep learners. Members agreed that reputation was key. It was agreed to include reputation more in the College Risk Assessment.

The report was noted.

**Group
Principal**

d. Partnership Update

This item was presented by the Group Principal. Members were advised on the latest progress on the College's European Social Fund (ESF) Project. The Group Principal reminded Members that all sub-contractors were only recommended to the Board after a thorough due diligence process and that all sub-contractors signed up to the College's performance targets and were monitored in line with the College's Quality Assurance procedures. She said this managed potential risk of underperformance and damage to reputation. She also advised Members that sub-contractors were paid in arrears on performance and therefore the most substantial risk was damage to reputation if sub-standard service was provided. The Group Principal updated Members on the ESF Project, which was a cross- Berkshire partnership project, led by TWFCG.

The report was noted.

9. Reports from Quality & Curriculum Committee

a. Draft Minutes of the Quality & Curriculum Committee Meeting of 10 November 2017 and Oral Report from the Chair

i. To note the Minutes

Members noted the minutes of the meeting of 10 November 2017.

These were noted.

ii. To Approve/Consider Recommendations Referred to the Board

It was noted that all recommendations would be covered as separate agenda items.

b. Draft Self Assessment Reports

This item was presented by the Principal. Members scrutinised the self-assessment reports from Strode's College and East Berkshire College (EBC) and the position statement for TWFCG. There was a comprehensive report by the Principal on these draft Self Assessment Reports.

The reports were approved by Members.

All Members were agreed.

c. Student Achievement Report

This item was presented by the Principal. Members were informed of the latest indications of student performance and areas of student performance that might be at risk of performing below expectation so that mitigating and intervention processes could be put in place. The Principal went through the student achievement report in detail. Members welcomed the positive attendance rates in many areas and good retention. Members challenged underperforming areas including attendance on English & maths. More detail will be brought to the Quality & Curriculum Committee next term.

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NO.

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The report was noted.

d. Annual Report of Complaints 2016/17 (EBC)

The Principal update Members on complaints received at EBC in the 2016/17 academic year and advised of the outcomes and management actions.

The report was noted.

e. Annual Safeguarding Report 2016/17

Members received a report providing assurance that the College was fully compliant with current safeguarding and child protection legislation and provided an update on safeguarding issues dealt with and the proactive plans, developments and staff training during the past academic year at both EBC and Strode's College.

The report was noted.

10. Reports from the Audit Committee

a. Draft Minutes of the Audit Committee Meeting of 27 November 2017 and Oral Report from the Chair

i. To note the Minutes

The minutes of the meeting on 27 November 2017 were noted.

ii. To Approve/Consider Recommendations Referred to the Board

The recommendation from the Audit Committee would be considered in later agenda items.

b. Annual Report of the Audit Committee

The Deputy CEO went through the annual report of the Audit Committee, which was agreed by members.

All Members were agreed.

c. Internal Audit Services Plan 2017/18

Members received the Internal Audit Services Report 2016/17 from McIntyre Hudson, which was noted.

11. Reports from the Resources Committee

a. Draft Minutes of the Extraordinary Resources Committee Meeting 4 October and Resources Committee Meeting of 29 November 2017 and Oral Report from the Chair

i. To note the Minutes

Members noted the minutes of the meetings from 4 October 2017 and 29 November 2017.

ii. To Approve/Consider Recommendations Referred to the Board

The recommendations are to be considered in later agenda items.

b. Period 3 Management Accounts 2017/18

This item was presented by the Deputy CEO. Members were asked to note the College's latest financial position in the Period 3 Management Accounts. The Deputy CEO said the College's forecast year-end income and expenditure position was for a deficit of £895,000, which was £145,000 higher than the £750,000 approved deficit budget for the year. The Deputy CEO set out the reasons for the year-end variations against budget.

Members noted the Period 3 Management Accounts.

c. Report & Financial Statements for the Year Ended 31 July 2017

This item was presented by the Deputy CEO, who went through the report and Financial Statements for the year ended 31 July 2017 in detail. It was noted that the Resources Committee recommended these to the Board for approval.

All Members approved the report and Financial Statement for the Year Ended 31 July 2017.

d. Staff Pay Award 2017/18

This item was presented by the Deputy CEO. Members were asked to consider the staff pay award for 2017 for TWFCG staff. The Deputy CEO said that the Resources Committee, having discussed the matter, agreed to recommend to the Board a 1% pay award from 1 September 2017. He said the College deficit would remain unchanged by this pay award.

Members unanimously agreed the pay award.

e. Annual Human Resources Report

This item was presented by the Deputy CEO. Members were advised of the activities within the HR function during 2016/17 with information relating to staffing, including sickness absence, staff turnover and disciplinary issues.

The report was noted.

f. Health & Safety Annual Report 2016/17

The Deputy CEO advised Members on health & safety performance during 2016/17.

The report was noted.

g. Health & Safety Autumn Term Report 2017

The Deputy CEO advised Governors on health & safety performance during the autumn term.

Members noted the report.

12. Governance

a) Corporation Business

Members noted the Clerk to the Corporation's report on Corporation business, including the dates schedule for the next academic year.

b) Approval of Application of Seal

The Clerk advised Members that there were no further request for the use of the seal since the last Board meeting.

c) Committee Self Assessment

Members agreed the performance indicators of the Corporation, informed by comments from the various Committees and the Terms of Reference for the Audit Committee, Governance, Search & Strategy Committee, Quality & Curriculum Committee, Remuneration Committee and the Resources Committee.

All Members were agreed.

13. Review of Decisions Taken at the Meeting and Proposals for Communication.

This item was presented by the Group Principal, who informed members that the decisions and discussions of the meeting, would be communicated in the normal way.

14. Evaluation of Meeting

Members were pleased to complete an evaluation of the meeting, highlighting where they felt they added value and made appropriate challenge.

15. Dates and Times of Future Meetings and Events

The dates and times of future meetings were noted.

Scheduled for 6.00 pm on: Wednesday, 14 March 2018 at Strode's College
Wednesday, 16 May 2018 at Langley College
Wednesday, 4 July 2018 at Strode's College

Governance Development Days

Scheduled for 9.30am-1.30pm at Langley College on: Friday, 19 January 2018
Friday, 11 May 2018

MINUTE

NO.

ACTION

16. Any Urgent Business
There were no items of urgent business.
The meeting ended at 7.00pm

At this stage of the meeting it was agreed by all members present that matters of a private and confidential nature were to be discussed and had there been any members of the public present they would have been asked to leave the meeting.