Farnborough College of Technology

CORPORATION BOARD

AGENDA

THURSDAY 15th DECEMBER 2016

8.30AM

MEETING ROOM, UNIVERSITY CENTRE FARNBOROUGH

Refreshments will be served at 8.30am and again at 10.30am.

BOARD PAPERS

Green Paper – for Board information only

Red Paper – this is a document that has been through the relevant Committee and needs to be put to the Board to consider, discuss and agree.

Blue Paper – this is a document i.e. College policies that have been through the relevant Committee, accepted and approved by the Committee and is now being recommended for Board agreement.

*****- priority item for extended discussion.

FARNBOROUGH COLLEGE OF TECHNOLOGY

A G E N D A

Corporation Board Meeting on
THURSDAY 15th DECEMBER 2016 at 8.30am
Meeting Room, University Centre Farnborough

Agenda Item		Appendix	Led by
3.1	**Opening of Meeting and Apologies for Absence**		**Chair of Corporation**
3.2	**Declarations of direct or indirect interests in any of the agenda items and Register of Interest**	**3.2**	**Chair of Corporation**

PREVENT/SAFEGUARDING TRAINING – BOARD RESPONSIBILITIES
by Iain Wolloff, Deputy Principal

3.3	**Minutes of the last Corporation Board meetings**		**Chair of Corporation**
	Meeting held 7th July 2016	**3.3a**	
	Meeting held 8th September 2016	**3.3b**	
	Meeting held 10th October 2016	**3.3c**	
3.4	**Matters arising from the minutes**		**Chair of Corporation**
3.5	**Principal's Report**	**3.5**	**Principal**
3.6	**Student Governors' Report**	**3.6**	**Student Governors**
3.7	**Curriculum & Standards Committee - Committee Reports/Business**		
a)	**Minutes of meeting held 15th November 2016**	**3.7a**	**Ms J Houzer**
	i. Terms of Reference	**3.7 a)i**	
	ii. Self Assessment Report 2015/16	**3.7 a)ii**	
	iii. English & Maths	**3.7 a)iii**	
	iv. HEFCE Annual Quality Assessment Return	**3.7 a)iv**	
3.8	**Search Committee – Committee Reports/Business**		
a)	**Minutes of meeting held 15th November 2016**	**3.8a**	**Mr R Rendel**
	i. Terms of Reference	**3.8 a)i**	
	ii. Governor Recruitment Policy	**3.8 a)ii**	
	iii. Election of Chair & Vice-Chair of Corporation	**3.8 a)iii**	
	iii. Attendance Review 2015/16 & Attendance Target for 2016/17	**3.8 a)iv**	
3.9	**Audit Committee – Committee Reports/Business**		
a)	**Minutes of meeting held 10th November 2016**	**3.9a**	**Mr D Hewitt**
	i. Terms of Reference	**3.9 a)i**	
	ii. Internal Audit Services Report & College Response July 2016 & Subcontracting for the First Time – Supply Chain Management	**3.9 a)ii**	
	iii. Internal Audit Annual Report for 2015/16	**3.9 a)iii**	
	iv. IAS – Performance Review 2015/16	**3.9 a)iv**	
	v. Regularity Self Assessment Questionnaire	**3.9 a)v**	
	vi. Financial Statements and Regularity Auditor's Audit Findings Report for Year Ended 31st July 2016	**3.9 a)vi**	

	vii. Audit Committee Annual Report for 2015/16 to Board and Principal	**3.9 a)vii**	
	viii. Risk Register Update	**3.9 a)viii**	
3.10	**Finance & General Purposes Committee - Committee Reports/Business**		
a)	**Minutes of meeting held 24th November 2016**	**3.10a**	**Mr B Edwards**
	i. Property Strategy*	**3.10 a)i***	
	ii. Terms of Reference	**3.10 a)ii**	
	iii. Termly Financial Summary	**3.10 a)iii**	
	iv. Financial Forecast for November 2016	**3.10 a)iv**	
	v. Financial Statements for Year Ended 31st July 2016 and Letters of Representation	**3.10 a)v**	
	vi. Pay Award 2016/17 *Please note that this item is highly confidential and not for discussion outside of the Board arena*	**3.10 a)vi**	
	vii. Request to approve subcontract with Inclusion Hampshire	**3.10 a)vii**	
	viii. Barclays & HSBC College Mandate	**3.10 a)viii**	
	ix. Termly Safeguarding report	**3.10 a)ix**	
	x. Annual Health & Safety Report 2015/16	**3.10 a)x**	
	xi. Supply Chain Fees Policy	**3.10 a)xi**	
	xii. Safeguarding Policy	**3.10 a)xii**	
	xiii. Child Protection Policy & Procedures	**3.10 a)xiii**	
	xiv. Student Charters	**3.10 a)xiv**	
3.11	**Remuneration Committee – Committee Reports/Business**		
a)	**Part 1 minutes of meeting held 24th November 2016**	**3.11a**	**Mr B Edwards**
	i. Terms of Reference	**3.11 a)i**	
	ii. Disciplinary & Grievance Procedures Senior Postholders	**3.11 a)ii**	
3.12	**Draft Strategic Plan***	**3.12***	**Principal**
3.13	**Collaboration Update***	**3.13***	**Principal**
3.14	**Any other business**		
3.15	**Date and time of next meeting** Thursday 6th April 2017 8.30am		
	Staff, Student Governors and SMT to leave the meeting *Confidential for External Board members only*		
3.11	**Remuneration Committee – Committee Reports/Business (continued)**		
b)	**Part 2 minutes of meeting held 24th November 2016**	**3.11b**	**Mr B Edwards**

Farnborough College of Technology

Corporation Board

Minutes of meeting held on Thursday 15th December 2016

Present:
Professor M Earwicker – Chair of Corporation
Mrs G Christie
Mr N Crippa
Mr B Edwards
Ms A Goddard - *not for agenda item 3.11b*
Mr I Graham - *not for agenda item 3.11b*
Mr D Hewitt
Mrs P Hinchliffe - *not for agenda item 3.11b*
Ms J Houzer
Ms W Megeney
Mr R Rendel
Ms R Wood - *not for agenda item 3.11b*
Professor J Yeomans
Ms V Barrett – Principal - *not for part of agenda item 3.11b*

In Attendance:
Mrs J Bratt – Director of Finance - *not for agenda item 3.11b*
Mrs J Milburn - Vice Principal Curriculum & Learners - *not for agenda item 3.11b*
Mrs L Miles – Director of Resources - *not for agenda item 3.11b*
Mr D Wales – Business Services & Marketing Director – *left during item 3.12*
Mr I Wolloff – Deputy Principal - *not for agenda item 3.11b*
Mrs C Gillam – Clerk to the Corporation

Quorate: Yes

The meeting opened at 8.34am

3.1/16.17 Opening of Meeting and Apologies for Absence

Apologies were received and accepted from Mr Cairns, Mr Dowsett, Mr Hamilton, Miss Limbu and Dr Oduneye.

The Chair noted the absence of Mr Dowsett through illness at what would have been his final Board meeting. He recorded the Board's thanks to Mr Dowsett for his 9 years' service as a Governor, Committee Chair and Vice-Chair. The Chair welcomed Mr Wales (SMT) and Ms Wood (HE Student Governor) to their first Board meeting.

3.2/16.17 Declarations of direct or indirect interests in any of the agenda items and Register of Interest

No interests were declared in the agenda items and the Board received the 2016/17 Register of Interest.

Presentation: Prevent/Safeguarding Training – Board Responsibilities

The Deputy Principal highlighted excerpts from the online training module taken by Governors and reminded the Board that its responsibilities were to:

- ensure the provider Prevent duty strategy rests with them
- scrutinise the implementation of that Prevent duty.

He outlined the various ways in which those responsibilities were achieved and discussed the results of the College's own Prevent Duty Audit, based on the Education and Training

Foundation's Good Practice Guide. There were two action points arising (to implement a visiting speaker policy and to help students develop critical thinking skills) which the Board noted. The Deputy Principal informed the Board that the College's Internal Auditors RSM had conducted in November an Internal Audit Review of Safeguarding including Prevent which had not identified any significant issues or actions arising. The auditor's opinion was that there was substantial assurance that the controls upon which the College relies to manage this area were suitably designed, consistently applied and operating effectively. However, he reminded the Board that the Prevent duty remained a testing and shifting agenda.

The Board thanked the Deputy Principal for his informative presentation. The Clerk was asked to re-circulate to Governors the link to the online training module.

3.3 / 16.17 Minutes of the last Corporation Board

The following Corporation Board minutes were accepted as true and accurate records and signed by the Chair:
a) 7th July 2016 Part 1 and Part 2
b) 8th September 2016 Part 2
c) 10th October 2016 Part 2.

3.4 / 16.17 Matters arising from the minutes:

All matters were addressed within the agenda.

3.5 / 16.17 Principal's Report

The Principal reported on a busy autumn term. Attention was drawn to:

- FE 19+ participation statistics for England which showed an overall decline
- the proposed post 16 Statutory Insolvency Regime and its implications for Corporation Boards
- implementation of the recommendations of the Sainsbury Review via the new Technical and Higher Education Bill
- the list of new degree apprenticeships to be offered by a range of Universities and some Colleges starting in September 2017
- work on the College's new website to be completed in early 2017
- the College's performance – all key performance indicators as at November 2016 were on track.

Governors were particularly pleased to note the improvement in the overall student retention rate from 98% to 99% and the College's increased engagement with local schools and businesses.

The Chair reported that he and the Principal had met with Sir Gerald Howarth MP, and that he had met with the new Vice-Chancellor of the University of Surrey, Professor Lu, and the Provost, Professor Kearney. Both meetings were very positive.

3.6 / 16.17 Student Governors' Report

The Board welcomed the return of Ms Goddard as the FE Student Governor and welcomed the newly elected Ms Wood as the HE Student Governor.

Ms Goddard informed the Board that she was now a member of the College's Tutorial and Enrichment Committee providing a student voice, and also part of a working party with Student Services to improve access to information for students. She noted the breadth of fundraising activities which had taken place across the College.

Ms Wood informed the Board that HE students liked the range of resources and the zoned areas in the newly opened University Centre Farnborough building.

Governors asked if there was a feeling amongst students that the College lacked certain facilities and noted that it was important that students' views on College provision to enhance

enrichment activities (such as the desirability of a multi-purpose sports facility) be included in considerations for the Property Strategy.

The Board thanked the Student Governors for their reports.

3.7 / 16.17 Curriculum & Standards Committee – Reports / Business

a) Minutes of meeting held 15th November 2016

Ms Houzer presented the draft minutes and associated papers. The draft minutes were received by the Board.

a)i Terms of Reference

Minor amendments were proposed. It was agreed that a meeting of Committee Chairs be scheduled at an appropriate Board meeting to consider any overlaps between the Committees' Terms of Reference and to consider the possibility of transferring some terms from F&GP Committee to Curriculum & Standards Committee.

The Board approved the amended Terms of Reference.

a)ii Self Assessment Report 2015 / 16

The Board congratulated the Deputy Principal and SMT on a well presented report in a revised format. The SAR had been through a rigorous process of external validation. As in previous years it had been peer reviewed by colleagues from local colleges (facilitated by AOSEC) but this year an additional external quality review had been obtained from a current Ofsted Inspector. As the College has been outstanding for five years it was agreed as important to bring a fresh perspective to the process and provide the Board with increased assurance as to the report's objectivity.

The Board noted the key areas for improvement were in raising the levels of progress and outcomes for young people in English and Maths and increasing the achievement of higher grades in some qualifications. The College had been forensic in its analysis of the value added data and had committed resources to enable the specific targeted actions listed in the Quality Improvement Plan at Appendix 2 of the report. Curriculum & Standards Committee would monitor progress in improving value added scores and particularly in improving performance in English and Maths and report to the Board. Progress with the actions in the Quality Improvement Plan would continue to be reported termly to the Board via the Principal's Report.

The Board agreed with the report's recommendation that the College should continue to grade itself as outstanding.

The Board approved the SAR 2015/16.

a)iii English & Maths

The Vice Principal explained the new mandatory funding condition for all young people enrolled on full time study programmes who had not achieved a Grade C or above in English and/or Maths to be working towards the achievement of GCSEs at these grades or a recognised stepping stone qualification. This had led to a significant increase in the number of students taking these GCSEs and their achievement rates had largely matched the poor national average. The College, as noted in the SAR discussion above, was focusing on improving achievement in English and Maths and committing resources and structural change to achieve this.

The Board discussed the Operational Plan 2016 -18 and supported the challenging aim for achievement rates to be at least 10% above the national average and the actions taken thus far. However, Governors debated whether more could be done to incentivise student attendance at lessons. For some students their next re-sit could be their fourth attempt and this was a discouraging mindset to overcome. Lessons needed to be creative, engaging and interesting. Embedding a culture of excellence in both subjects was to be encouraged but

would require potentially an even more radical approach and increased resources including potentially a separate budget line. Curriculum & Standards Committee would continue to monitor the development of the College's vision for English and Maths via a standing item on English and Maths at each of its meetings.

The Board received the paper.

a)iv HEFCE Annual Quality Assessment Return

The Board noted the signing of the HEFCE Annual Quality Assessment Return and agreed that in future the HE quality cycle would be brought forward.

3.8/16.17 Search Committee - Committee Reports/Business

a) Minutes of meeting held 15th November 2016

Mr Rendel presented the draft minutes and associated papers. The draft minutes were received by the Board.

a)i Terms of Reference

Minor amendments were proposed.

The Board approved the amended Terms of Reference.

a)ii Governor Recruitment Policy

Mr Rendel explained that the policy had been revised to help streamline and speed up the process of Governor recruitment, and to focus on required skills, improving Board diversity and to horizon-scan vacancies.

The Board approved the Governor Recruitment Policy.

The Chair reminded the Board that there was a temporary freeze on governor recruitment pending the outcome of merger discussions with Guildford College which should be known early in the new year.

a)iii Election of Chair & Vice-Chair of Corporation

The Board noted that nominations for Chair and Vice-Chair of Corporation should be submitted in writing to the Clerk by Tuesday 28th February. Voting and appointments for both posts would take place at the April 2017 Board.

a)iv Attendance Review 2015/16 & Attendance Target for 2016/17

The Board noted the improved attendance figures for 2015/16 which gave an overall figure of 83% attendance across all meetings. It was agreed to retain a target of 80% attendance for 2016/17.

The Board agreed the Attendance Target for 2016/17.

3.9/16.17 Audit Committee - Committee Reports/Business

a) Minutes of meeting held 10th November 2016

Mr Hewitt presented the draft minutes and associated papers. The draft minutes were received by the Board. It was noted that with Mr Dowsett's departure Mr Hewitt was the sole member of Audit Committee to possess the required financial/audit experience. Although Ms Houzer could potentially cover a meeting if Mr Hewitt was not available to chair, appointing a new Governor with suitable experience would be a priority if the recruitment freeze was lifted.

a)i Terms of Reference

Minor amendments were proposed.

The Board approved the amended Terms of Reference.

a)ii Internal Audit Services Report and College Response – July 2016 and Subcontracting for the first time – Supply Chain Management

The Board approved the Internal Audit Services Report & College Response and the audit report on Subcontracting for the first time – Supply Chain Management.

a)iii Internal Audit Annual Report for 2015-16

The Board approved the Internal Audit Report for 2015/16.

a)iv IAS Performance Review 2015/16

The Board approved the IAS Performance Review 2015/16.

a)v Regularity Self Assessment Questionnaire

The Board approved the Regularity Self Assessment.

a)vi Financial Statements & Regularity Auditor's Audit Findings Report for Year Ended 31st July 2016

Mr Hewitt congratulated the Director of Finance and her team on achieving another successful audit. It was noted that the College had reduced its provision for bad debts following an observation from the auditors on last year's Financial Statements.

The Board approved the report of the independent Auditors.

a)vii Audit Committee Annual Report for 2015/16 to Board and Principal

The Board approved the Audit Committee Annual Report for 2015/16.

a)viii Risk Register Update

Mr Hewitt explained that the Board would receive an updated summary of the highest risks on the Risk Register at its autumn and summer meetings, and a copy of the full Risk Register at its spring meeting. The full Risk Register was reviewed by Audit Committee at each of its Committee meetings.

The Board received the updated Risk Register.

3.10/16.17 Finance & General Purposes Committee – Committee Reports/Business

a) Minutes of meeting held 24th November 2016

Mr Edwards presented the draft minutes and associated papers. The draft minutes were received by the Board.

a)i Property Strategy

The Principal explained that the SMT was working with Fusion Property Consultants to develop a new Property Strategy for consideration by the Board at its January extraordinary Board meeting. Key considerations were the needs of the curriculum (both the existing provision and the future vision), how to maximise land use within the constraints of the flight path and improvement of buildings (89% of the existing estate was categorised as category C). A copy of the presentation given by Fusion to F&GP Committee was included with the paper to show the evolving Property Strategy objectives.

The Board during discussion agreed that the curriculum must drive the Strategy but also that consideration be given to enrichment of the student experience. The Board suggested not investing too heavily in specialised space in order to maximise the College's flexibility to adapt accommodation use for future provision/business needs. The Board supported the proposal to invest in Aldershot to enable expansion of HE provision to local residents.

The Board received the Property Strategy update.

a)ii Terms of Reference

Minor amendments were proposed.

The Board approved the amended Terms of Reference.

a)iii Termly Financial Summary

The Board noted that expenditure was being closely monitored in order to achieve the budgeted surplus at year end and maintain the College's 'outstanding' financial health position.
The Board received the Termly Financial Summary.

a)iv Financial Forecast for November 2016
The forecast showed a balanced budget with decreases in forecast income offset by reductions in costs. The Board noted the identified risks to achieving the forecast which were regarding apprenticeship growth and controlling the salary budget. The Board commended the accuracy of the budgeting process.

The Board received the Financial Forecast for November 2016.

a)v Financial Statements for Year Ended 31st July 2016 and Letters of Representation
The Board discussed the accounts and noted the effects of the adoption of FRS 102.
The Board approved the Financial Statements for Year Ended 31st July 2016.
The Board approved the Letters of Representation.

a)vi Pay Award 2016/17
Following discussion at F&GP Committee the recommendation to the Board was:

- 1% consolidated combined Corporate and Personal Award or £250 where this is more beneficial
- Pool of up to £50k for individual awards for exceptional/outstanding performance

The Board approved the Pay Award 2016/17.

a)vii Request to approve subcontract with Inclusion Hampshire
The Board approved to subcontract with Inclusion Hampshire subject to successful conclusion of due diligence.

a)viii Barclays & HSBC Bank Mandates
The Board approved the Bank Mandates.

a)ix Termly Safeguarding Report – November 2016
The Deputy Principal explained that this report had been brought to the Board by F&GP Committee to illustrate the range of difficult issues encountered by students at the College and for the Board to receive the PREVENT Strategy & Action Plan 2016/17. The Board recorded their thanks to college staff for the range of work they undertake to support students with a range of safeguarding issues.

The Board received the Termly Safeguarding Report.

a)x Annual Health & Safety Report 2015/16
The Board suggested that health and wellbeing might be areas for the College to consider including in the future.

The Board received the Annual Health & Safety Report.

a)xi Supply Chain Fees Policy 2016/17
The Board approved the Supply Chain Fees Policy 2016/17.

a)xii Safeguarding Policy
The Board praised the substantial revisions to a comprehensive document. One suggestion for the future was to consider including the danger of financial coercion for learners with additional learning needs.
The Board approved the Safeguarding Policy.

a)xiii Child Protection Policy & Procedures

The Board approved the Child Protection Policy & Procedures.

a)xiii Student Charters

The overall College Charter and UCF Student Charter had both been updated but work would continue to enable students to take greater ownership of both documents.

The Board approved the Student Charters.

3.11/16.17) Remuneration Committee - Committee Reports/Business

a) Part 1 minutes of meeting held 24th November 2016

Mr Edwards presented the draft minutes and associated papers. The draft minutes were received by the Board.

a)i Terms of Reference

Minor amendments were proposed.

The Board approved the amended Terms of Reference.

a)ii Disciplinary & Grievance Procedures for Senior Postholders (SPH)

The Director of Resources explained that the policy had been updated to incorporate recent AoC recommendations. A separate SPH policy was required as SPH are employed by the Board.

The Board approved the Disciplinary & Grievance Procedures for Senior Postholders.

*3.12/16.17 Draft Strategic Plan for discussion

The Principal presented an initial draft Strategic Plan and explained that this marked the start of a consultative process. Governors were invited to submit their comments via the Clerk so that work to produce a full draft could be undertaken prior to the next extraordinary Board meeting in January where the second draft would be considered. It was intended that the final version of the Strategic Plan would be considered by the Board at its April meeting. Feeding into this process would be consultation with staff which would begin the following day by sharing this initial draft at the Staff Development Day.

Mr Wales left the meeting.

The following comments were made with regard to the draft Plan:

- need to find a suitable lexicon to describe what we do – e.g. to convey the essence of 'university centre' or 'technical education centre' to describe our two brands in terms that are clear and understandable but do not carry a loaded history or confusing connotations
- 'Community university' may not be the most appropriate term – looking for a term more like the old 'polytechnic'
- Suggest including 'professional' where possible but also consider provision of short vocational courses (ref. City Lit)
- Digital transformation should be linked to core activities e.g. apprenticeships. Suggest 'progressing' rather than 'embracing' digital transformation
- Must clearly define what we are – a full spectrum offering, community based in our locale, focused on employability at all levels
- Make more overt that we prepare students for employment – focus curriculum offer on meeting employers' needs
- Consider creating an industrial advisory board to help develop and inform strategy on an ongoing basis

The Board received the draft.

*3.13/16.17 Collaborative Update

This item was recorded as a confidential minute.

The Board received the update.

3.14/16.17 Any other business

Concerns were raised as to the volume of paperwork received by Governors for this meeting. It represented not only a significant commitment of time from Governors in preparing for the meeting but also a significant workload for the SMT in producing the papers. Suggested improvements were to consider developing the use of executive summaries for detailed papers, the use of an electronic rather than paper based system (e.g. SharePoint) which would enable Governors to read documents as soon as they were uploaded, and revising the agenda to separate documents for discussion from documents for approval. It was agreed that the Chair of Corporation and Committee Chairs should consider such suggestions for implementation.

3.15/16.17 Date and time of next meeting

Monday 30th January 2017 at 9am.

Staff and Student Governors and SMT were excused from the meeting for the final item.

3.11/16.17 Part 2 minutes of meeting held 24th November 2016

b) This item was recorded as a confidential minute.

The meeting closed at 12.03pm

Minutes agreed as being a true and accurate record by the Chair.

Signed:.....

Dated:.....

Summary of action points

Item	Action	Responsibility
Prevent/Safeguarding Presentation	Re-circulate link to Governors to online Prevent training course	Clerk
Student Governors' reports	Include student views on what facilities the College could provide in consideration of the new Property Strategy	Principal
C&S Committee Terms of Reference	Schedule meeting of Committee Chairs to consider ToR overlaps and transfer of terms between F&GP and C&S Committees[1]	Clerk
Draft Strategic Plan	Submit comments on initial draft Strategy via Clerk	Governors
AoB	Consider improvements to facilitate preparation for and conduct of meetings[1]	Chair & Committee Chairs

[1]Both actions to be considered at a meeting of Committee Chairs to be scheduled by the Clerk