

**SPECIAL MEETING OF THE FULL CORPORATION  
OF FAREHAM COLLEGE  
8 October 2019**

**MINUTES**

**Present:** Mr K Briscoe (Vice-Chair)  
Ms E Champion  
Mr M Hoban  
Mr A Kaye  
Mr R Kew (Chair)  
Mr M Mansergh  
Mr P Marchbank  
Ms T Richardson (*in attendance until item 10*)  
Ms K Shreves (*in attendance until item 10*)  
Dr C Thomas  
Mrs P Tilt  
Mr A Wannell  
Ms K Woods

**In attendance:** Mrs L Davis (AP S&I) (*in attendance until item 10*)  
Mrs G Flood (Clerk to Corporation)  
Mrs L Roberts (MD Business Plus, CEMAST & CETC) (*in attend. until item 10*)  
Mrs M Shepherd (Interim Finance Director) (*in attendance until item 10*)

**68/19 Item 1 Declaration of Interests**

Members were reminded of the need to declare any personal or financial interest in any items of business to be considered during the meeting. There were no interests declared.

**69/19 Item 2 Apologies for absence**

The Chair welcomed Emma Champion back to the Board after her leave of absence. Apologies for absence were received from Leah Palmer, Adam Spires and Mark Wells.

**70/19 Item 3 Minutes of the meeting held on the 26 June 2019**

The minutes of the meeting held on the 26 June 2019 were agreed as a true and accurate record and were signed by the Chair. There were no matters arising from them which were not covered elsewhere on the agenda.

**71/19 Item 4 Confidential minutes of the meeting held on the 26 June 2019**

The Confidential minutes of the meeting held on the 26 June 2019 were agreed as a true and accurate record and were signed by the Chair. There were no matters arising from them which were not covered elsewhere on the agenda.

**72/19 Item 5i Strictly Confidential minutes of the meeting held on the 26 June 2019**

The strictly confidential minutes of the meeting held on the 26 June 2019 (for Governors who are not Staff or Students only) were agreed as a true and accurate record and were signed by the Chair. As there were no points of clarification, questions or matters arising Executive Officers, Staff and Student Members were not required to withdraw from the meeting for this item.

### **73/19 Item 5ii Strictly Confidential Verbal updated of the Extraordinary Student Welfare meeting held on the 16 September 2019**

The Chair provided a verbal update of the Extraordinary Student Welfare meeting held on the 16 September 2019. Members noted the increasing importance of Mental Health and Wellbeing of students as part of their responsibilities as Governors and commended the significant work within the College. The Chair informed members that the forthcoming Governors Training (16 October) would be focussed on this issue and that full attendance would be welcomed.

### **74/19 Item 6 Correspondence**

6i) EFSA letter - Bournville report. It was noted a full report on this subject was included later on the Agenda at Item 9.

6ii) OfS letter - Change of accountable office. Members noted the confirmation of change of Accountable Office from Nigel Duncan to Andrew Kaye.

6iii) EFSA letter - Subcontracting and use of Post 16 funds. The Principal noted that more detail in relation to subcontracting was covered in the Principals report. It was noted this issue was discussed at SMT and that the Principal will be signing off compliance as requested by the EFSA.

6iv) Letter to FE College from Lord Agnew & Richard Atkins. Members noted this was confirmation from Lord Agnew that he would be the Minister taking responsibility for FE as well as schools generally and that he was keen to develop links with FE/meet Principals.

### **75/19 Item 7 Principal's Report 2019**

Members of the Board received the Principal's Report which was confidential to members of the Board and which:

- Provided an overview of the further education sector issues of a local and national perspective which were current and relevant to Fareham College; and
- Reported on headline key performance indicators relevant to progress against Fareham College's Strategic Plan.

The Principal spoke to the paper and drew the following key points to Governors' attention:

#### **16-to-18 funding**

The government announced a £400 million spending package for 16 to 18 education on 31st August. In his spending round speech, the Chancellor confirmed

- a 4.7% increase in the national 16 and 17-year-old full time base rate to £4,188;
- £25 million funding for T Level development;
- £10 million funding for the advanced maths premium;
- continuation of college workforce programmes with £20 million funding.

It was agreed whilst this was welcome news, it doesn't fully address the decline in real-terms funding over the last decade.

#### **Removal of the Ofsted "outstanding exemption"**

There will be a consultation "shortly" to remove the 'outstanding' exemption from inspections of all education remits which (if approved) will take effect from September next year.

## **Cyber Crime**

It was noted this remains a 'live' issue for all Colleges. The Principal noted that FC had been subject to a number of non-successful server attacks over the last few months – being vigilant remains an important priority.

## **College Financial irregularities**

Members were informed two local colleges have recently come under the spotlight for shortcomings in their financial practices. The Principal of Highbury College for accruing vast expense claims and Brooklands College for subcontracting with a provider alleged to have made fraudulent claims.

## **Media and press at Fareham College**

The Principal outlined two important media events for the College; ITV Meridian produced an item for the Meridian News (aired Wednesday 14th August) focusing on the benefits of technical and professional education. BBC South Sunday Politics Show on 22nd September, showed an interview at CEMAST, which was aired on to seek comment on the Chancellor's announcement of additional funding for post-16 education. Members agreed this was excellent exposure for the College.

## **Health and Safety**

Members were reminded of the 'safety-first' culture from the senior team all the way through the organisation. Key actions have taken since the end of the summer term including;

- All Senior Managers have completed IOSH Leading Health and Safety.
- All technicians have completed IOSH Managing Health and Safety training.
- In order to improve reporting of risk, the "Near Miss" reporting procedure has been adapted into a much simpler and easier to use online "Hazard Reporting" form. It was noted this revised form has been used significantly which is a positive step towards all staff taking wider responsibility.

## **Student, Welfare and Well-being**

Mental health, and its consequences, remain at the forefront of our priorities as discussed earlier. Members were informed that transition information for students to teachers and tutors has significantly improved. TR (as a staff representative) confirmed that availability of information has enabled more meaningful student interaction. LD informed members a successful wellbeing and mental health programme at CEMAST has resulted in 3 male referrals to additional services in this hard to reach sector.

A member queried the wider mental health awareness of all staff and what initiatives were in place to increase awareness. LD confirmed that there are lots of initiatives including charity events, mental health tip of the week, a national lottery bid for staff training, trained mental health first aiders and a mental health learning community. LD went onto inform members of the support in place for the Health and Wellbeing (HWB) team. As staff are being exposed to safeguarding issues on a daily basis, those in the immediate team are subject to Educational Psychologist referrals for 121's on a monthly basis. In addition to this HWB staff are being trained to provide supervision to wider staff. This will enable a wider group of staff to participate in 'drop in' surgeries for any member of staff with a safeguarding issue.

## **Full Time Recruitment**

Full-time recruitment has been very strong this year. Applications were good in-year but the conversion to enrolment has been much better than previous years. In 2018/19, from our 10 top feeder schools, we enrolled 479 students, in 19/20 this was 593. Over 20% increase. The Chair queried why numbers from Bridgemary School seem to have reduced notably. LD confirmed that this had been noted but there were no obvious reasons at this stage, more investigations are underway to understand this change.

## **Apprenticeships**

Our apprenticeship recruitment has been very strong at the start of the year. We have a new sales team in place who are focussed on the Business Plus Strategic Framework 2018 – 2020.

## **T Level's**

Members were informed we are making in good progress in preparation for the delivery of T Levels in September 2020. There is still work to do to ensure we are fully prepared including a significant amount of staff development and industry upskilling, which will require careful planning during this academic year to ensure current teaching and student experience is not compromised.

### **Centre for Excellence in Maths**

The Centres for Excellence in Maths Programme enters its second year. The planning phase of the programme has come to an end and the national trials are about to start. In addition to the main grant, we were successful in our application for a further £22,388 for wider discretionary action research.

### **Capital and Summer Works Programme**

Members noted the Capital and Summer Works programme. Changes within the Management Team were also noted.

### **Staff Survey**

The Principal noted that staff survey scores compare positively to benchmarked results with all responses bar 2 or 3 higher than the benchmark average. There are still some recurring issues around staff communication and opportunities for progression that will be considered. Members were informed results were significantly better than in the previous two or three years.

### **Civil Engineering Training Centre – CETC**

The Principal informed members that the centre has been built within budget and with a slight delay with project completion scheduled for 14 October 2019. An open evening is expected for 19 November 2019.

### **T Level Capital Programme**

The principal provided an overview of the T level capital project which will transform two spaces in the College to support the delivery of T Level qualifications. The total project costs are budgeted at £894,000 which has been matched funded at 50% by the T Level College Improvement Fund grant.

**DECISION: Members approved the format of quotes and decision to appoint Peter Marsh consulting as project managers. Members also noted the key project milestones and suggested floor plans for the revised area(s).**

### **Subcontractors**

In light of the EFSA focus on subcontracting and the need to ensure robustness of sub-contractor delivery, LR provided an overview of the mechanism in place for continually assess the delivery and performance of our sub-contractors. Members discussed the reasons for not continuing a relationship with Fareport and Pathway and how there was generally reduced appetite within the College for subcontracting services. Members noted that the financial performance and quality assurance of our subcontractors has been effectively managed throughout the year. All achievements from subcontracted learning have been recorded. Members noted a number of actions in place to ensure continuous improvement to this aspect of our business operations.

**DECISION: Members formally noted the annual review of subcontractor performance and approved the list of suggested sub-contractors for 2019-20**

### **Risk Register**

Members were informed the Risk Register currently records the average of the residual score bands as 6.65 (low) which is lower than the last period (6.92) and the lower than this period last year (6.85). A new risk has been introduced relating to Brexit, this is rated low at 7.2.

The highest risks are:

- Deterioration in adolescent mental health leads to incident
- Rates of pay leading to recruitment issues
- Swift growth leads to pressure on pay budgets, recruitment, and quality

Members discussed recruitment issues noting that the pay gap between industry and other education bodies is wide. The Principal noted the College is keen to recruit good staff and we're struggling to match market rates. It was noted the prospective 2% increase (allocated in this year's budget) should help however schools were subject to a 2.7% increase. The Chair requested a 'LBE' last best estimate at the Finance and Resources Committee in November to ensure any pay review decisions are based on most up to date information.

**ACTION: MS to provide LBE to Finance and Resources Committee to support pay review discussions**

### **Green College**

The staff liaison committee have delegated some 'green' responsibilities to a sub-committee, which will review our use of single-use plastics with a view to entirely eliminating these from the college by the end of the academic year. The Estates Services Manager has also met with a consultant able to advise on strategy and delivery programmes to reduce carbon emissions and, importantly, funding to facilitate.

### **Strategic Priorities and Quality Improvement**

The College continues to operate a rigorous process of regularly reviewing its performance against its strategic priorities and quality improvement plan (QIP). Whilst progress towards most targets are well underway and success is high, the most significant issues relate to:

- Apprenticeship quality including progress reviews and timely achievement
- Improving English and maths outcomes for both 16-18 and adults
- Improving student attendance
- Reducing teaching staff turnover

### **Key challenges ahead**

The following represent the key challenges the senior management team will be working to in the next period.

- Development of the civil engineering curriculum and ongoing recruitment of additional apprentices at CETC.
- Project management and delivery of the T Level Capital programme.
- Recruitment to T Levels – don't want to divert students, want new ones
- Continuous increase in apprenticeship recruitment to the strategic plan targets.
- Managing Adult Education Budget spend and securing Adult Learning Loan targets.
- Managing pay budgets in consideration of growth and lagged funding.
- Improving recruitment and retention of teaching staff.
- Managing risks relating to IT and cyber security.

The Chair suggested that an additional section relating to Employers is included as a section of the Principal report. An overview providing detail of the income received, relationship status and potential for growth would help the Corporation have a wider overview. LR provided verbal feedback on the ongoing sales strategy, the development of new business and the mechanisms in place to build and maintain relationships with Employers. LR noted she felt the current success was due to the pitching of business at the optimum level.

**ACTION: New 'Employer' section to be added to the Principals report going forward.**

## **75/19 Item 7ii Outcomes of Student Enrolment Process 2019/20 & Early Indications of outcomes for 2018-19**

LD and LR provided a PowerPoint presentation outlining the outcomes of the enrolment process for 2019-20 and early indications of outcomes from 2018/19. The presentation will be made available to all

members following the meeting. The penultimate slide provide any overview of key success and items for further consideration;

#### **What's Good**

- L3 FT achievement rates 16-18
- Progress measures in English and Maths
- Quality of Teaching, Learning and Assessment

#### **What we're working on**

- Supporting student and staff's well-being
- Headline 16-18 achievement rates
- L1 and L2 achievement rates 16-18
- Headline adult achievement rates excluding subcontractors
- Math's and English achievement rates
- Math's and English 9-4 grades
- Apprenticeship timely and overall achievement rates
- Part-time (ALL) and HE recruitment

Discussions during the presentation included;

Members noted the decline in English marks. LD confirmed that generally this is agreed to be a challenge across the sector. A number of changes in respect of tracking and monitoring students have been introduced with a baseline test and 6 weekly review which will help provide more accurate projections. Increased numbers of students will be put forward for November re-sits and targeted 121 intervention will be increased.

Members queried the impact of the Maths results to the Maths Centre of Excellence funding. The Principal confirmed the receipt and retention of funds was not based on specified outcomes however he noted a natural concern as a 'centre of excellence' to be seen to perform well. Members agreed it was important to contextualise positive improvement outcomes between levels 2-3 just not at 9-4.

Members queried the interventions in place to combat poor performance in respect of 'timely' achievements and if these were within a similar curriculum area or faculty. LR confirmed her team are in the process of completing 'deep dive' assessments (findings will be presented to TSCQ in November). LR is confident there will be plenty of positive learning points.

LR provided an impressive overview of sales to date reminding Members staff are aiming to meet a target of £3.7m. Members noted the income to date (August – Oct) as £904,000 compared to £500k for 2017-18 in entirety. LR noted she was aware of the need to ensure that the quality and customer experience is as expected. The Chair queried if the growth in revenue is being tracked against contribution. LR and KS agreed there is lots of scope to model various cost options going forward.

The Chair provided his thanks for all staff on behalf of the Corporation noting the College should be commended for their ability to move forward and continually seek learning.

#### **75/19 Item 8i Draft Year End Results at 31 July 2019**

Members of the Board received a confidential paper on the year end results at 31 July 2019. The paper provided an update on the performance year-to-date at 31 July 2019. Due to the confidential nature of the contents of the paper and the related discussions, this item is recorded as a separate confidential minute for Governors only.

#### **76/19 Item 8ii Revised Budget 2019-20**

Members of the Board received a confidential paper on the revised budget for 2019-20. Due to the confidential nature of the contents of the paper and the related discussions, this item is recorded as a separate confidential minute for Governors only.

#### **77/19 Item 9i Summary review of Bournville Report**

Members of the Board received a paper from the Clerk to the Corporation which provided an overview of the EFSA Report into Bournville College. The report summarised the main findings of the report and provided a comparison of Fareham College performance against the 15 recommendations made by the EFSA. Governors noted the suggested additional improvements and agreed these could be added to the self-assessment action plan to create an overall 'best practice' action plan.

**Members of the Board reviewed and noted the contents of the report and agreed to the addition of suggested items to the Governance self-assessment action plan (which is being monitored by the Search Committee)**

#### **78/19 Item 9ii Public Value Statement**

The Clerk reminded members of the requirement under the Code of Governance to publish a Public Value Statement. A version had been circulated and previously agreed via email. Members of the Board ratified the Public Value Statement previously agreed via email for use on the College's website.

**Members of the Board ratified and formally approved the Public Value Statement**

#### **79/19 Date of next meeting**

Members noted that, in accordance with the Corporation Calendar 2019/2020 the next meeting of the full Corporation was scheduled to take place on **Wednesday 11 December at 3.30 pm followed by a Christmas Meal at Avenue 141 at 17.30.**

