



**WEST NOTTINGHAMSHIRE COLLEGE  
CORPORATION BOARD**

***Minutes of the Corporation Board meeting held in the Vision Room, Derby Road site on Thursday 11 October 2012***

**GOVERNORS PRESENT:** Kate Allsop  
Chris Bodger  
Tim Clarke  
Nevil Croston  
Terry Dean  
Malcolm Hall  
Jean Hardy, Chair  
Asha Khemka  
Mike McNamara  
Marie Oakton  
John Robinson  
Chris Winterton  
Colin Sawers

**ALSO IN ATTENDANCE:** Maxine Bagshaw, Clerk to the Corporation  
Andrew Martin, Deputy Principal  
Patricia Harman, Deputy Principal  
Tom Stevens, Executive Director: Capital Projects & Estates  
Louise Knott, Director of Communications, Marketing & Learner Engagement  
Tracey Thompson, Director of HR  
Helen Wetherall (until 5.20 pm)

**13.01 DECLARATION OF INTEREST**

The Chair reminded those present to declare at the start of the meeting any interests in matters to be considered. Standing declarations of interest were noted, it was agreed that none of the declarations prohibited participation in discussion.

**13.02 WELCOME AND APOLOGIES FOR ABSENCE**

Colin Sawers, the new Staff Governor was welcomed to his first meeting.  
  
Apologies for absence were received from Diana Gilhespy, Adrian Harpham, John Holford, David Overton and Graham Howe.

**13.03 MINUTES OF THE MEETING HELD ON 13 SEPTEMBER 2012**

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

ACTION by whom	DATE by when

Signed : \_\_\_\_\_ Chair

Date:

AGREED: to approve the minutes of the meeting held 13 September 2012.

Chair

11.10.12

**13.04 MATTERS ARISING AND ACTION PROGRESS REPORT**

There were no matters arising and the action progress report was noted.

**13.05 EXTENDING LOCAL EDUCATION - PRESENTATION**

The Board of Governors received a presentation from Helen Wetherall. It was acknowledged that, at the residential event in June, Governors had had the opportunity to discuss expanding the College's educational reach, and this could be done through Primary Schools, Studio Schools or Academies. The Director of Finance indicated that the College realises there is the potential to use the Chesterfield Road site to extend provision and had invited Helen to the meeting today to give further information regarding how a Studio School operates and the rationale for establishing such.

Helen Wetherall provided a summary background regarding herself and her professional history and then explained Studio School developments in the following way:

- A new type of school, which has a new type of approach to secondary learning. They are seen as a way of capturing the imagination of young people.
- 14-19 year olds with a full range of abilities catered for.
- Small schools of approximately 300 students only.
- Open all year round 9.00 am – 5.00 pm, which makes them feel more like a workplace than a school.
- Key to success is having strong and deep partnership links with local employers.
- Schools offer a range of academic and vocational qualifications.
- It is really important to the success of a Studio School, that work placements are embedded in the regeneration of the local area.
- Studio Schools Trust has aspirations to open 50 Studio Schools in the country.
- Key is the vocational link and this helps to take students outside the normal school classroom.
- Studio School branding is compulsory.
- KPI standards are in place through the CREATE framework. Skills have to underpin the curriculum.
- Teachers called Learning Coaches. Studio Schools will also have a Personal Coach in place.

Members then went on to discuss the legal/governance considerations and noted the following:

- Vision Studio School Trust (if established) would normally consist of three members/shareholders.

Signed : \_\_\_\_\_Chair

Date:

- Underpinning this there will be the Vision Studio School Governing Body, it will be a company limited by guarantee and a registered charity.
- The Governing Body/Board of Directors could range from 9–17 individuals.
- The DfE require odd numbers on the Board for decision making purposes. The College, as the sponsor, can appoint the majority, but they must include two parents and a minimum of one staff member. For Studio Schools, you would also expect to see one or two employers.
- The closing date for the next round of applications is 4 January 2013. However, should the College decide to move forward with the proposal, it would be advantageous to complete the application before Christmas to avoid any disruption.
- If application first stage is successful, then the College Senior Team will be invited to London for interview. If successful at interview, the College will be informed by May 2013.
- If successful, the College would then move to the development phase with an anticipated opening of the Studio School in September 2014.
- Application would need supporting evidence in the form of a) employer commitment, b) student and parent demand in the local area, and c) local school and local authority co-operation.
- In terms of Governor arrangements, the Board would have to think early about who would be on the Trust Board. The Board can take a very light touch or a very dominant role. The Board will have to decide upon which model of governance it wishes to operate, as this will have to be inserted in the application.

Members discussed the presentation generally and acknowledged that there is a clear link between the development of the Studio School and what the College was hoping to do with its entrepreneur work. The purpose in developing a school would be to raise aspirations and improve employability and it was felt by all that this sits very well with the College's vision and aims. Helen Wetherall indicated that it would be very useful to have a Higher Education institution as a partner organisation, and what is really critical is to assess demand, as without the required demand, the application will not succeed.

Helen Wetherall left the meeting at 5.20 pm.

The Principal confirmed that the next step was for the College to undertake a feasibility study regarding demand and support and that this would be reported back to the Board at its December meeting.

Members discussed operational elements and were advised that the Studio School would use the College's facilities to deliver part of the vocational elements of the curriculum. The College has a track record of vocational expertise, which should strengthen the application. In the new organisation the Board will look at a more enterprise/employability based curriculum and this will sit hand in hand with traditional school subjects.

Principal

Dec 2012

Signed : \_\_\_\_\_ Chair

Date:

It was acknowledged that one of the biggest hurdles to address is the attitude of schools as they will likely see this development as a threat. It will be incumbent upon the College Team to work to allay these fears. The Chair of the Board of Governors indicated that what was important in her mind was that if the College sets off down this route, then there needs to be real confidence that the application will be successful. All agreed that they would not want to see the situation repeated regarding the waste of resources applied to development of the Academy, which never progressed. All Governors felt that the timetable was incredibly ambitious but understood the constraints in place.

Governors questioned whether, at this stage, the sector was able to demonstrate that other Studio Schools have improved the NEET position, all felt that this would be very strong evidence of need and success. It was explained that Studio schools have only recently opened, and therefore the body of evidence is not yet available, but anecdotal feedback seems to be very positive. All acknowledged that employers are critical to the success of this initiative and that their support will be key.

On balance, members felt that to not proceed to undertake a feasibility study would be an example of the College failing to fulfil its aims and objectives to raise the aspirations of the College and the community. What they would like to see in place is a clear strategy and a willingness to proceed on this as a community effort. Members were generally supportive of progressing the initiative further and it was noted that an update on developments would be given at the next meeting.

Principal

Nov 2012

### **13.06 PRINCIPAL'S REPORT**

The Principal drew members' attention to her comprehensive written report, and the following was noted:

- FE Guild – no further news regarding this development, but what is clear is that part and parcel of the review will include teachers' qualifications.
- Principal's visit to China and Malaysia – the Principal, in her capacity as a Council Member of the University of Nottingham, attended a tour of the campuses in Ningbo, China and Malaysia last week. The prominence of the university both at Government and business level is truly amazing. They work with some of the largest and most renowned companies throughout the world and hold a strong reputation as a leader in research and education. The visit was an opportunity to see diversity and globalisation at its best, the university campus really has a true international mix.
- Employers Advisory Board - maximising the College's links with the University of Nottingham, the College has established an Advisory Board that will be chaired by Mike Carr from the University of Nottingham. The purpose of the Board will be to further develop the College's work with employers, whilst providing our most valued partners with a direct stake in the strategic direction, curriculum offer

Signed : \_\_\_\_\_ Chair

Date:

- and future employer engagement strategy of the College.
- Skills Show – between 15 and 17 November, UK Skills will host a Skills Show at NEC Birmingham. The event builds on the success of the World Skills Event in London last year, and will include a range of skill competitions. The college has been approached and has agreed to be part of the FE feature area of the show as a sponsor. The intention is to showcase both College based and Vision Apprentice activity over the three days.
  - Enrolment update – it was noted that the Deputy Principal will be providing a separate report on this later in the meeting.
  - Health & Safety Executive visit – the Executive Director: Capital Projects & Estates, indicated that the Health & Safety Executive announced that they will be visiting the College on 11 October 2012 as the College currently has two reportable incidents under RIDDOR in respect of hand arm vibration syndrome. Inspectors have attended and have indicated that their investigation is not yet complete, they will be returning and, as a consequence, the College's procedures are being reviewed. A further update will be given on this at the next meeting.
  - Events update – members' attention was drawn to the events planned for the coming weeks. It was noted that 16 October 2012 there is a Royal visit to Station Park, Prince Andrew will be in attendance. 2 November sees the launch of Vision Entrepreneur and the Inspire & Achieve Gala Dinner. 24 November 2012 is the HE Graduation event.

EDCP&E

Nov 2012

AGREED: to note the content of the report provided.

### 13.07 PROPERTY STRATEGY UPDATE

The Executive Director: Capital Projects & Estates introduced his written report and the following was specifically noted:

- SFA renewal grant - £120k received to support the cladding of the six-storey tower.
- SFA enhanced renewal grant – a bid to support the cost of relocating Visual Arts from Chesterfield Road to Derby Road has been submitted to the SFA. It is anticipated that announcements and confirmation of successful bids will be made by the end of October 2012. At an estimated cost of £2,364k, the project will provide 1500m<sup>2</sup> of space with a new 225m<sup>2</sup> mezzanine. This compares with a budget of £1.71million initially approved by Governors at the June 2010 business residential. The College has asked for £780k funding support from the SFA, representing one third of total cost. The College will have to match any funding awarded on a 2:1 basis. Members were specifically advised that the project cost has increased beyond original estimates and the main reason for the increase in cost is an SFA requirement to meet BREEAM 'very good' standard, estimated to cost around £287k. The other main reason is 225m<sup>2</sup> new mezzanine space.

Signed : \_\_\_\_\_ Chair

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- The main programme of work would be scheduled to commence around September 2013. It is proposed that the existing mezzanine space is refurbished prior to this to provide temporary classrooms to provide decants whilst the six-storey tower is clad.
- New build and courtyard – a formal application has been received from Mansells requesting a seven-week extension of the contract to 25 January 2013. The Courtyard is reprogrammed for completion by 21 December 2012. It is envisaged that this is a worse case situation and some of the time can be made up.
- Six-storey tower and other buildings – tender documentation has been issued to short-listed building contractors. Full tender report will be provided to the Finance & Resources Committee in November. Committee recommendations will then flow to the Board at its December Board meeting.
- Sports Hall – meetings with Baggaley’s to resolve the dispute and payment discrepancies are ongoing.

EDCP&E

Nov/Dec  
2012

AGREED: to note the update provided.

### 13.08 STUDENT GOVERNOR UPDATE

The Student Governor introduced her report and brought the following specifically to members` attention:

- Enrolment has gone extremely well for the Students` Union this year. Through ‘earn as you learn’ the Students` Union employed four students to support the enrolment process promoting trips and events, the NUS discount card and the Students` Union Executive. The Students` Union have brought in a new text service which allows much more effective communication with students.
- As a result, 447 students signed up to be kept updated on volunteering, the Students` Union Executive Committee and several different trips. Students seem very interested in what the Students` Union has to offer this year.
- The SU have been heavily involved with inductions for new students. Last year the Team delivered 31 inductions seeing in total 580 students, this year the Team delivered 46 inductions, seeing 1900 students, within the same time frame as last year. Positive feedback has been received from tutors.
- The Students` Union facilities are very busy with a much more mixed gender feel. The SU made the decision over the summer to remove the Xbox and introduce more traditional board games, this appears to be really well received and has positively impacted on the SU as an environment.
- Learner Voice also raised the issue of seating in the Students` Union area. As part of the recycle policy the SU used chairs that were found in the College storeroom instead of buying new seating. From the money saved by using the furniture, this can now be spent on more activities and events for students.

Signed : \_\_\_\_\_Chair

Date:

- The SU have introduced a newsletter and Governors were all invited to consider making contributions.
- The first lunch with Asha was held on 21 September, 26 Students attended and very positive feedback was given regarding the new Sports Hall facility.
- During inductions and enrolment, the Students` Union Executive Committee was actively promoted, it is now key to keep momentum going in this area, and particularly the links with University of Nottingham Students` Union and the buddying up system that is being developed.
- Next campaign for the SU is 'Zero Tolerance' (respect the individual). This covers racism, swearing, lanyards, sexual harassment, disability harassment and bullying. Members discussed the considerable amount of litter/rubbish being seen on the campus, all agreed that it was important to get a zero tolerance message across in this area.

Members all agreed that they had found the update very useful.

AGREED: to note the content of the report provided.

### **13.09 COMMERCIAL INCOME REPORT**

The Director of Finance introduced this item and confirmed that the report had been presented following an action point requested in a previous meeting. He invited Governors to consider it very much as a 'baseline' report, with future developments to be reported. Members reviewed the content of the report and the following was noted:

- The paper sets out the baseline of the current commercial (non-publicly funded) income across the College and College Group for the financial year for 2011/12. The report will be updated as new assets come on line and the College seeks to step up its exploitation of these assets for commercial gain.
- In order to measure the baseline for commercial activity, it is important to first understand the degrees of non-public income that the College business generates. It is also important to understand that much of the commercial activity of the College is dependent upon access to, and availability of, public funding. Such as through the generation of tuition fees, where the tuition fees represents a contribution towards the cost of delivering course of study.
- In absolute terms, across all areas of commercial and semi-commercial, income has increased in the past two years and is budgeted to increase once again substantially into the 2012/13 financial year. However, this masks a number of key points which influence specific elements of income due to changes in policy and activity.
- Firstly, student tuition fees will increase in 2012/13 due to the impact of higher HE fee levels. This provides an increase to over £2million in tuition fees, compared to £1.13million generated in 2011/12.

Signed : \_\_\_\_\_Chair

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- Income levels for specific facilities will need to be reviewed at the mid year point - for Hair & Beauty and the restaurant facilities, as these will be moved into the new facilities once the new build programme has been completed.
- Income for Hair & Beauty in 2011/12 amounted to £46,108, and the current development planning is focused on securing a franchise type partner to move the commercialisation of the activity much further forward than the current offering. At the present time, the College is discussing potential options with Francesco Group, Saks and Toni & Guy. Once a partner has been secured, a full business plan will be developed, with the branded salon likely to open summer 2013.
- The commercial restaurant No 19 currently generates just under £60k per annum in takings, the new build will provide for a fine dining facility. Current development plans will continue to seek to run both facilities, but move No 19 to a bistro style outlet open during the day only. The new restaurant will be an evening restaurant, but will have the option to provide a function room during daytime hours.
- Plans on how to run the fine dine facility are under development, but likely to focus on a Wednesday to Sunday lunch opening period, with two evenings operated by the curriculum and the remainder of the time by a commercial team which may also include apprentices. A franchise model has been discounted for this facility.
- Outside of the new build, the College Sports Hall commercial programme will be determined by the outcome of discussions with HMRC surrounding the extent to which non-business use can be secured. If successful, the venue will not be operated for commercial gain, but to secure community engagement.
- Other facilities, including CREATE, will be developed through the broader commercial programme. CREATE now has a planned programme of events which are likely to generate some additional income, but ultimately will not add significant revenues due to the size and limitations of the facility. The College has budgeted a broad figure of £50k for additional commercial venues, through the use of its facilities which will be broken down into further detail at the mid year review.

In terms of progressing this area, it was noted that the Director of Finance is taking the lead with support from the Commercial Manager. It was specifically noted that the schedule of commercial income detailed does not include Skilldrive, which is a genuine standalone commercial company.

Members noted the content of the report and were advised that at the mid year review, a further update will be provided to demonstrate progress as the 2012/13 financial year develops.

AGREED: to note the update provided.

Director  
Finance

March  
2013

Signed : \_\_\_\_\_ Chair

Date:



### **13.10 COLLEGE ENROLMENT UPDATE 2012/13**

The Deputy Principal introduced this item and confirmed the following:

- The target for 16-18 full time learners is 3239. Currently 2981 are enrolled (92% of planned target). In addition there are 72 enrolments via Trackwork still to enrol. This does leave the College slightly behind target, but in terms of the financial position, the Director of Finance remains comfortable regarding any impacts.
- The target for 19+ full time learners is 775, currently 831 are enrolled (107% of planned). As the Adult Skills Budget will be exceeded, fewer enrolments will be delivered by partners thereby reducing costs to partner providers.
- HEFCE target for new full time entrants is 221, with a tolerance of 25, potentially reducing the target to 186. Currently 192 are enrolled. The target full time equivalent FTE enrolments within HEFCE's 5% tolerance is 454 FTE, enrolments to date equate to 462.22 FTE. It was noted that the budget set for 2012/13 provided for a much more significant drop in recruitment, therefore in this area, in financial terms, the College is progressing well.

AGREED: to note the update provided.

### **13.11 PEOPLE REPORT**

The Director of HR introduced her comprehensive report and drew members' attention to the following specific trends:

- Turnover has slightly increased.
- Absence has slightly increased.
- There have been a significant number of days lost due to stress (data on page 25), this area needs to be closely monitored and the staff survey will be vital.

It was explained that whilst the College has seen the same number of stress cases, the actual circumstances are more complex and serious than in previous years. Members discussed the College's counselling service and were reassured that it was being used well and effectively to support stress management. Members discussed the stress statistics at page 54 and questioned whether the high number of days lost to stress and the significant increase were work related and/or new cases. Members were advised that they were generally a mix with no specific trend, other than an upward increase being noted. Members questioned whether there were links between increased stress related absence days and poor performance. They were advised that links are not necessarily seen but what is being closely for members of staff away with sickness. It was generally acknowledged that stress in the workplace comes from a number of factors. It was not believed that the Ofsted inspection had significantly contributed to the rise in the statistics. It was felt that there are some really complex stress cases this year and that it is important not

Signed : \_\_\_\_\_ Chair

Date:

to jump to conclusions from the headline figures, as each case really does need to be taken and understood on its own merits.

- Progress has been made in qualifying the College workforce, with 88% of College teaching staff fully qualified. The review of teaching qualifications by the FE Guild will have an impact upon this.
- There has also been significant progress with the number of staff undertaking mandatory training.
- Rigour is being applied with partners to ensure that qualifications, training and a single central record are complete. Members were assured that very robust systems are in place.
- The Director of HR has undertaken an annual stress risk management assessment and this is currently out to consultation with feedback awaited shortly.

AGREED: to note the update provided.

### **13.12 EXCEPTION REPORT – SAFEGUARDING, EQUALITY & DIVERSITY**

The Deputy Principal introduced this item and drew the following statistics to members` attention:

- There were two reported incidents in September 2012 under safeguarding for College provision. One incident was the disclosure of physical abuse within the family, and the second of physical and emotional abuse within the family. Both cases have been referred to Children`s Social Care.
- Safeguarding (Partner Provision) - there was one potential safeguarding incident reported in August 2012. However, following investigation, it was not believed that the incident was connected to the employment placement and in fact the individual was dismissed for theft and is therefore not being regarded as a safeguarding related incident.
- Equality and Diversity College provision – there were no reported incidents in September 2012.
- Equality and Diversity Partner provision – there were no reported incidents in August 2012.

AGREED: to note the update provided.

### **13.13 GOVERNANCE ITEMS**

#### 1) Committee Membership

The Clerk to the Corporation introduced this item and drew members` attention to the changes in Board membership. In terms of Committee membership for 2012/13 it was agreed that the skills mix of individuals identified remains appropriate, one addition was made and this is that Colin Sawers be added as a member of the Finance & Estates Committee.

Signed : \_\_\_\_\_Chair

Date:

AGREED: to approve continued Committee Membership for 2012/13.

2) Review of Confidential Minutes 2011/12

The Clerk to the Corporation introduced this item and confirmed that she had provided a summary of all instances where the Board and/or Committees had determined throughout the year that minutes should be confidential. Good practice requires an annual review of these to see if the reason for confidentiality has now past. Members` attention was drawn to the summary table which provides subject, reason for confidentiality and recommendation. Members were entirely happy to accept the recommendation on each occasion as to whether the minutes should remain confidential or be released to the public.

AGREED: to note the update provided and accept the recommendations regarding continuation of confidentiality of the minutes referred to.

3) Standing Orders

The Clerk to the Corporation introduced this item and confirmed that what was presented was an annual review. Only administrative changes were made and these were considered by the Finance & Estates Committee at its meeting on 2012.

AGREED: to approve the amendments proposed to the Standing Orders.

4) Governor Appointments and Reappointments.

The Clerk to the Corporation introduced this item and confirmed that the Search Committee at its last meeting had two recommendations, the first was the new appointment of Colin Sawers as Staff Governor, and the second is the re-appointment of Diana Gilhespy as a Business Governor. Members all agreed that the rationale for the appointment and re-appointment was clear.

AGREED to:

- a) Appoint Colin Sawers as a Staff Governor from 11 October 2012 until 11 October 2016, (or until such time as he ceases to be a member of staff, whichever is the earlier), and
- b) Re-appoint Diana Gilhespy as an Independent Business Governor from 11 October 2012 until 11 October 2016.

**13.14 MINUTES OF THE SEARCH COMMITTEE MEETING HELD ON 13 SEPTEMBER 2012**

AGREED: to note the content of the minutes.

Signed : \_\_\_\_\_Chair

Date:

**13.15 MINUTES OF THE FINANCE & ESTATES COMMITTEE MEETING HELD ON 27 SEPTEMBER 2012**

AGREED: to note the content of the minutes.

**13.16 MINUTES OF THE AUDIT COMMITTEE MEETING HELD ON 4 OCTOBER 2012**

The Audit Committee Chair brought to members` attention the fact that what was presented was a draft set of minutes given the timing of the meeting and the fact that the Audit Committee has not yet been able to formally approve. It was agreed that the minutes would be taken for information purposes only.

AGREED: to note the content of the minutes.

**13.17 MINUTES OF THE STANDARDS COMMITTEE MEETING HELD ON 4 OCTOBER 2012**

AGREED: to note the content of the minutes.

**13.18 AOB**

There were no items of additional business.

**13.19 DATE OF NEXT MEETING**

The Clerk to the Corporation confirmed that the next meeting was scheduled for Thursday 22 November 2012 at 5.00 pm.

**13.20 CONFIDENTIAL ITEMS**

It was agreed that confidential items would be minuted separately.

Staff and students left the meeting at 6.20 pm.

Meeting closed at 6.30 pm.

Signed : \_\_\_\_\_Chair

Date: