

SANDWELL COLLEGE

**Minutes of the Board of Governors meeting
held on Monday 8 July 2019
at Sandwell College at 4.00pm**

Present: K Ellis (Independent) (Chair)
G Bassi (Independent)
N Grace (Independent)
S Hackett (Independent)
N Makin (Independent)
P Murphy (Independent)
G Pennington (Principal)
J Tew (Independent)
M J Uddin (Independent)

Apologies: A Banford (Staff – Cadbury)
D Chuhan (Staff – Teaching)
J Francis (Independent)
R Jenkins (Independent)
R Youds (Independent)

J Stevens Executive Director, Quality & Academic Standards, and
Principal, Cadbury College

Absent: Brian Edwards (Staff – Support)

Also in attendance:

J Bailey Executive Director, Finance & Resources
B Beaty Executive Director, HR and Organisational Development (not item B)
D Holden Vice Principal (not item B)
S Griffiths Executive Director, Apprenticeships and Skills Division (not item B)
A Sheridan Assistant Principal, Curriculum & Student Services (not item B)
E Scotford Clerk to the Corporation (not item B)

		Action
B19.35	<u>Apologies</u>	
	Apologies were received from Dharminster Chuhan, Jayne Francis, Rebecca Jenkins and Richard Youds and were accepted by Governors. Brian Edwards did not arrive. Apologies were also received from Julia Stevens, Executive Director, Quality & Academic Standards, and Principal, Cadbury College.	
	RESOLVED: <ul style="list-style-type: none"> • That apologies be accepted 	
B19.36	<u>Declarations of Interest</u>	
	Simon Hackett declared an interest as an employee of Juniper Training.	
B19.37	<u>Presentation – James Kewin, Deputy Chief Executive, Sixth Form Colleges Association</u>	
19.37.1	Presentation given by James Kewin (copy attached to the minutes for reference).	

	Historically, the SFCA has been concerned when an FE college takes over a sixth form but the Sandwell/Cadbury merger has been an example of good practice and will be an effective case study.	
19.37.2	The government is focusing its on energy and finances on T levels. It is difficult for colleges to plan the curriculum offer at this time given the continuing uncertainties. The SFCA has been campaigning to keep BTECs. This is the route for many students into university. It is important for funding too. It will impact on student retention. The SFCA is more confident now that students will stay on but recognises that colleges will have to fight hard to keep them on an individual subject by subject basis.	
19.37.3	The sector is long overdue for a funding increase. The SCFA's analysis is that the minimum level of funding required is £4,760 (an increase from £4,000). The SCFA will launch a campaign based on this evidence.	
19.37.4	A number of top politicians now recognise the need for increased funding in the sector. A Spending Review at the end of the year for 3 years would be the preferred option.	
19.37.5	Ofsted's new framework – data will not be as important as in the past. Data will drive the risk management process. In the new regime, variability in inspection teams is a concern as this can lead to volatile judgments under the new framework.	
19.37.6	Demographics for 16-18 year olds now begin to move in the right direction. The rise of free 16-19 schools has halted and the school sixth form boom is now over. This presents opportunities for SFCs. Capital funding and improving the sector offer is important. The SFCA is championing investment in existing providers but more planning is needed to make it work.	
19.37.7	The sector will continue to change and it is predicted that more SFCs will become academies. The Augar Review of post-18 education was mentioned. The SFCA believes the future is in large rather than smaller educational institutions.	
19.37.8	Performance remains very strong despite challenges in the sector but the student experience has been affected.	
19.37.9	Referring to the increased funding proposal from £4,000 to £4,760, Governors asked what the extra money would be spent on. JK explained that the London Economics report lists the outcomes institutions will produce.	
19.37.10	The report on the inquiry into school and college funding is due out soon. The preferred outcome would be a 10-year settlement particularly targeted to 16-19 education.	
19.37.11	Governors asked if arts and humanities had been taken into account in the content of T levels. JK advised that T levels were more technical courses. Many different subjects are included, some areas will not be touched by the T levels.	
19.37.12	Governors were welcomed to contact Mr Kewin with any further questions.	

19.37.13	The Chair thanked JK for his presentation and for his kind words regarding the Cadbury merger. Governors were reassured that the SFCA had the same areas of focus as the College, i.e. funding and T levels.	
19.37.14	RESOLVED THAT: Governors noted the presentation by the SFCA.	
B19.38	<u>Board appointments</u>	
19.38.1	Noel Grace – Audit Committee	
	RESOLVED THAT: Noel Grace be appointed as a member and Chair of the Audit Committee.	
19.38.2	John Tew – Audit Committee	
	RESOLVED THAT: John Tew be appointed as a member of the Audit Committee.	
19.38.3	Simon Hackett – Search Committee	
	RESOLVED THAT: Simon Hackett be appointed as a member of the Search Committee.	
19.38.4	Governor resignations	
	Governors were advised of recent Governor resignations received from: Kamran Shaikh – with effect from 30 May 2019 due to work commitments. Rebecca Jenkins – with effect from 31 July 2019 due to personal commitments	
19.38.5	Expiry of Governor's term of office	
	Governors were reminded that Ninder Johal's term of office had expired since the last meeting, i.e. on 31 May 2019.	
	RESOLVED THAT: The Chair would send letters of thanks to Kamran Shaikh, Rebecca Jenkins and Ninder Johal on behalf of the Board.	KE
B19.39	<u>Minutes of previous meetings</u>	
19.39.1	Monday 11 March 2019	
	RESOLVED THAT: the minutes were approved as a true and accurate record and were signed by the Chair.	
19.39.2	Friday 17 May 2019	
	RESOLVED THAT: the minutes were approved as a true and accurate record and were signed by the Chair.	
B19.40	<u>Matters Arising</u>	
19.40.1	Point B19.30.16 – banking options – update report to be brought to the next meeting – actioned.	
19.40.2	Point B19.31.2 – Governor induction training – date to be set – actioned.	

19.40..3	Point B19.32.1 – e-governance presentations – date to be decided – actioned.	
19.40..4	Point B19.33.2.1 – Creative Alliance – proposal – update to be brought to the next meeting – actioned – see item 8.	
B19.41	Principal's Report Presented by the Principal.	
19.41.1	Marketing presentation Presentation by Catherine Hepton, the new Head of Marketing. (Copy of presentation attached to the minutes for reference).	
	There was excellent attendance at the parents evening.	
	Successful events were held at Cadbury – examples listed.	
	The College's recent achievements were listed.	
	The College has a good social media presence.	
	The Apprenticeship awards were held at the Town Hall and were well supported by students and staff.	
	The College has won the FE College of the Year award. This is a national award. The Principal pointed out that this was a significant achievement for the College. The Principal thanked students, staff and Governors whose support has helped the College achieve its current status in the sector. This demonstrates the strength of the College at this time.	
	The College was also shortlisted for Teacher of the Year, a very prestigious event.	
	The summer recruitment campaign commences shortly.	
	The Chair expressed Governors' thanks and congratulations to students and staff.	
19.41.2	An update on student numbers was given.	
19.41.3	Governors noted the intention to create a separate brand and marketing campaign for Central Sixth and asked why the College believed that would make a difference. The Principal explained that distinct brands were needed for each campus. To date the message has been mixed and has lost its strength. The College is relaunching Central Sixth as Central St Michael's, a sixth form. Student numbers are not as good as they should be so it will benefit from being marketed separately. The Cadbury experience has demonstrated the positive results in retaining a separate identity. The intention is to eventually base back office systems at West Bromwich.	
	Governors asked if any consumer research had been carried out on the name Central St Michael's. The Principal advised that some consultation took place with students but no wider. The Chair reminded Governors that the name change was suggested at the May Board meeting.	

19.41.4	Quality – the Cadbury merger depressed overall success rates for the College because of legacy issues.	
19.41.5	HE quality – the College has been accepted on to the Office for Students (OfS) register. Another QAA visit is scheduled and starts on 23 July 2019 following OfS referral. The Vice Principal will lead on it. A dedicated Senior HE Manager is to be appointed in line with OfS expectations.	
19.41.6	Two Associate Principals have recently been appointed.	
19.41.7	The College acknowledged the need to invite Governors to more activities. Examples given of recent programmes. The mother of a young person groomed to become an ISIS fighter gave a powerful presentation at the recent One World event – transcript of her interview with the BBC to be circulated to Governors. The College outlined the number of referrals under the Prevent agenda it had made this year. The College needs to play an important part in supporting young people.	GP
19.41.8	The College has been successfully selected as a provider for the next round of T levels in Digital, Health, Construction and Early Years. The difficulties of the work placement element were outlined, i.e. 20% of the course to be spent in the workplace, totalling 300+ hours. The College hopes T levels will gain traction in certain areas, e.g. health and social care.	
19.41.9	The College has taken steps to improve its employer engagement. Governors reminded that there had been a gap in industry placements between business and education over many years. The College acknowledged that the lack of understanding between the 2 sectors needs to be addressed with the suggestion that employer boards be attached to curriculum areas with the aim of giving employers a better insight into college operations.	
19.41.10	There will be an additional £300k next year as part of the devolution deal. This is to encourage new projects and private providers into the market. An update will be given to LQCC.	DH
19.41.11	Safeguarding – a positive initiative on knife crime and general behaviour has been set up involving the College.	
19.41.12	NM as Chair of the Cadbury College Advisory Forum (CCAF) reminded that the CCAF includes 2 senior nursing representatives from an NHS Trust. The CCAF is looking to recruit an employer from the business sector. Groups of students and student ambassadors attended the last meeting. The CCAF has fulfilled its purpose and is continuing the ethos of Cadbury within the broader Sandwell College family. The next CCAF meeting will review exam results, recognising there will be some slippage and legacy issues.	
19.41.13	Governors referred to September 2018 when Cadbury College had a high proportion of new starter teachers and asked if the situation had settled down. The Executive Director for HR and OD confirmed it had. There had been a spike of activity to prepare for new academic year but there has not been turnover within that staff cohort.	

	<p>RESOLVED THAT:</p> <ul style="list-style-type: none"> • Governors received the Principal's report. • The Principal would circulate a transcript of the mother's interview with the BBC to Governors 	
B19.42	<u>Creative Alliance</u>	
19.42.1	Creative Alliance is a Birmingham based social enterprise focused on the creative industries, areas the College is interested in expanding into.	
19.42.2	The Principal updated Governors on recent negotiations with the organisation.	
19.42.3	Meantime, work with the Council is going very well, particularly in the Ling area to increase the College's capacity by using other sites. The extra space would help in the development of T levels.	
19.42.4	<p>The College has been in discussions regarding becoming a university centre, possibly a STEAM centre, for 2 universities: Wolverhampton and BCU. A Memorandum of Understanding is to be issued to both to assess the level of commitment they are prepared to offer.</p> <p>Governors suggested the College look at the STEAM house set up by BCU and the Arts Council as it had attracted financial support.</p>	
19.42.5	<p>RESOLVED THAT:</p> <ul style="list-style-type: none"> • Governors noted an update on negotiations with Creative Alliance • The Principal would report back on the meeting with the Creative Alliance Board and give a final recommendation to Governors 	
B19.43	<u>West Midlands Colleges Charter</u>	
19.43.1	The Principal explained the Charter had been drawn up by West Midlands Colleges in response to rising concerns highlighted by the press about young people becoming involved in knife crime and violence.	
19.43.2	RESOLVED THAT: Governors approved the West Midlands Colleges Charter.	
B19.44	<u>Safeguarding report</u> Presented by D Holden, Vice Principal	
19.44.1	The report now includes Cadbury.	
19.44.2	There have been an increased number of safeguarding issues. The increase in the number of incidents reported should be seen as positive as it demonstrates that people know how to and feel confident in reporting safeguarding matters to the College. The College wants to ensure it is a safe haven for students. Investment has taken place in security, pastoral care and support to overcome barriers to learning. Capacity of the Safeguarding team has also been increased.	
19.44.3	RESOLVED THAT: Governors received and approved the Safeguarding report.	

B19.45	<u>Policies</u>	
19.45.1	Fees Governors reviewed the policy.	
	RESOLVED THAT: Governors approved the policy.	
B19.46	<u>Minutes of Committee meetings:</u>	
19.46.1	Audit Committee – 18 June 2019	
	The minutes were taken as read.	
	Governors had considered: the GDPR audit report and questioned the external advisers who advised that the College was legally compliant but there was more work to do. The Committee was reminded of the increasing threat of cyber attacks. An internal audit discussion took place on reducing the number of outstanding items from previous audits which had been actioned or superseded. Clarification was given of ongoing action items by the Executive Director, Finance & Resources.	
	Cyber security and GDPR were added to the Risk Register.	
	The Cadbury audit was going well with no major issues arising.	
	RESOLVED THAT: Governors noted the Audit Committee minutes.	
19.44.2	LQCC – 19 June 2019	
	The minutes were taken as read.	
	Governors had received and considered: a faculty presentation from the Faculty Head and students of Performing Arts, examples of success stories were outlined. Governors learnt of the wide range of jobs available in the creative industries. The percentage progression rate for Performing Arts students is in the high 90%.	
	Governors received a detailed Quality report and were initially concerned that the narrative was overly negative but following discussion recognised that it reflected a robust and honest report. Governors asked that an overall report for the College as a whole, including Cadbury, be produced in future. Governors stressed that the report needed to include more metrics to enable better interrogation of data.	
	More training for Governors on the new Ofsted framework will take place next term.	DH/JS
	Governors had reviewed the Safeguarding report.	
	RESOLVED THAT: Governors noted the LQCC minutes.	
B19.45	<u>Borrowing/banking arrangements – update</u> Presented by the Executive Director, Finance & Resources.	
19.45.1	Good progress is being made. A meeting is scheduled this week to discuss transactional and day to day banking arrangements.	

19.45.2	The legacy debt with Lloyds has been settled and matters are progressing to enable Santander to take security over Cadbury College in due course.	
19.45.3	RESOLVED THAT: Governors approved delegated authority for the Principal to sign any documentation associated with the process.	
B19.46	<u>Insurance cover 2019/20</u> Presented by the Executive Director, Finance & Resources.	
19.46.1	Insurance cover continues with UMAL who has been the College's insurance provider for a number of years now. Cadbury is included in the cover. The Executive Director, Finance & Resources intends to go out to tender when the insurance is next due for renewal as there are new providers in the market. Policy documents are available on request should Governors wish to raise any specific questions.	
19.46.2	With reference to the insolvency regime, Governors asked if the current policy was sufficient, was any additional protection for Governors needed and were insurers seeking to impose extra conditions. The Executive Director, Finance & Resources, confirmed the College's insurance covers Governors, Directors' and officers' liability and no changes had been suggested or requested by the insurers. The bank is asking for proof of insurance now whereas it has not in the past.	
19.46.3	RESOLVED THAT: Governors received the report on insurance cover 2019/20.	
B19.47	<u>Risk Management Monitoring Report</u> Presented by the Executive Director, Finance & Resources.	
19.47.1	The Risk Register is closely monitored by the Audit and LQCC Committees and by SLT.	
19.47.2	Cadbury's risk register has now been merged with Sandwell's so there is now one overarching Risk Register for the whole college.	
19.47.3	HE and GDPR have been added to the Risk Register.	
19.47.4	RESOLVED THAT: Governors noted the Risk Management Monitoring Report.	
B19.48	<u>Final calendar of meeting dates 2019/20</u>	
	RESOLVED THAT: Governors approved the final calendar of meeting dates 2019/20.	
B19.49	<u>Any Other Business</u>	
19.49.1	Draft QIP – tabled and noted by Governors.	
	The College has secured OfS registration with 2 conditions, one of which is to produce a Quality Improvement Plan (QIP) to outline how the College intends to improve progression rates. This is an important condition of registration. It will be submitted to OfS on 23 July. This is the first draft, an updated version will be presented to the Board in due course.	DH

	RESOLVED THAT: <ul style="list-style-type: none"> • Governors noted the draft QIP. • The Vice Principal would bring the next version of the QIP to the Board. 	
	<u>**CONFIDENTIAL SESSION**</u>	
B19.50 NFP		
B19.51 NFP		
B19.52 NFP		
	Principal, staff and Clerk left the meeting	
B19.53 NFP	<u>Remuneration Committee</u>	
B19.54	<u>Determination of confidential items</u>	
	<ul style="list-style-type: none"> • Confidential session 	
B19.55	<u>Date of next meeting</u> Monday 14 October 2019, 4.00pm	

The meeting ended at 6.25pm