

NOTTINGHAM COLLEGE

CORPORATION MEETING

Minutes of the meeting held on 23 October 2017

Present:

Carole Thorogood (Chair))	
Mary Carswell)	
Trevor Clay)	
Richard Donovan)	External governors
Gill Lane)	
Stephen Russell)	
Sam Webster)	
Michael Wisher)	
John van de Laarschot)	CEO

In attendance:

Ian James	Clerk to the Corporation
Yultan Mellor	VP Curriculum
Jo Clifford	VP Finance
James Whybrow	VP Partnerships, Apprenticeships & Enterprise
Emma Woods	Director of Quality
Zoe Butler	Director of Customer Experience
Matthew Varley	Director of Estates/Capital Projects
Simon Kirby	Director of Marketing and Communications

APOLOGIES FOR ABSENCE

52 Apologies were received from Richard Cox, Debra French, Caroline Houldsworth, Caroline Mackrory, David Ralph, Ffyona Baker (Director of OD and HR) and Tom Dick (Director of Curriculum).

DECLARATION OF INTERESTS

53 Sam Weston declared an interest in the City Hub project as he was a member of the City Council and a director of SCAPE referred to in minutes 69-71 below.

MINUTES

54 **Resolved** that the minutes of the meeting held on 25 September 2017 be approved as a correct record and signed by the Chair

AUDIT COMMITTEE MINUTES

55 The Committee Chair introduced the minutes of the meeting of the Committee held on 16 October 2017. The business discussed by the Committee, together with their recommendations, would be considered later in the meeting.

GOVERNANCE & SEARCH COMMITTEE

56 The Board received, for information, the minutes of the meeting of the Committee held on 25 September 2017. Action arising had been dealt with at the previous Board meeting.

ENROLMENT REPORT

57 The Vice Principal Curriculum presented a report on the current position with enrolments for the 2017/18 academic year. Current enrolments stood at 7593 although 872 students had either withdrawn or not started leaving a total of 6721 current attendees against a funding target of 7374 (91%). The enrolment data showed that student numbers at entry level were ahead of expectations whilst those at levels 2/3 were below target. There was now a heavy emphasis on student retention.

58 Asked whether this level of withdrawal was normal, the VP commented that the current withdrawals represented 9% whilst, in the previous year, the figure had been around 13% for both pre-merger colleges. However, there were still some withdrawals to be registered on the College's MIS so the percentage for this year could increase. The College was researching the reasons for the withdrawals so as to inform the enrolment process next year and attention was drawn to the tracking work undertaken by Futures especially in relation to young people in the NEET category. Governors requested a highlight review report into the reasons why students withdrew or failed to start (non-starts) by curriculum area. The report to include details as to numbers of full time 16-18 enrolments undertaking apprenticeships with the college instead.

59 The financial impact of the under-recruitment would not be felt in the current financial year but in 2018/19 under the lagged funding system. The VP Finance advised that the potential loss of funding in 2017/18 was not expected to trigger TU covenants although the position would be tighter than planned.

60 Asked whether the College had an action plan to address the under-recruitment, the VP Curriculum advised that there was the potential for more recruitment at entry level in November and January and the College would be focussing on that possibility and on plans for next year's intake. The CEO commented that the College would be exploring other ways to increase income and to reduce costs.

61 Governors asked for information on:

- the routes by which students were attracted to the College including through social media
- an assessment of the impact of relocating curriculum provision

62 In terms of other recruitment, HE enrolments were also at 91% of target. Recruitment to adult classroom based provision continued throughout the year but overall enrolments were ahead of plan.

63 With regard to recruitment to apprenticeships, the VP Partnerships, Apprenticeships & Enterprise advised that 488 apprentices had enrolled to date with a further 144 in process making a total of 632 against the target of 650 apprenticeship starts by the end of October.

64 Governors reiterated comments made at the previous meeting about the College's website and the Director of Marketing and Communication advised that the migration to the new website would take 4-6 weeks. Governors asked for a short-term solution to be found and it was noted that the governance section of the website needed updating in terms of the Board's membership.

TRANSFORMATION PLAN

65 The CEO introduced a report setting out current progress with the Transformation Plan. Expected to take three years to complete, the Plan envisaged the following phases -

- Phase 0 – complete merger

- Phase 1 – operational for the academic year 2017/18
- Phase 2 – development & integration of systems, structures, policies and procedures
- Phase 3 – achieving high performance

66 Phase 0 was complete and work was proceeding on Phase 1 together with some aspects of Phase 2 although the main emphasis at this stage had to be on operational issues to ensure that the College could run effectively. As Phase 2 developed, governors would be asked to become more involved in setting strategy and policy direction across the range of Transformation portfolio areas.

67 Each member of the SLT provided an update for the governors on current activity and progress in their specific areas of responsibility following which the governors made the following points:

- in rebranding the College, the value of long-standing brands such as High Pavement should not be lost
- it was important for the College's marketing to be pushed down through the organisation so that consistent messages were sent out at grass roots level
- data collection, preferably by electronic means, was important to future planning

68 As part of her presentation, the Director of Quality had advised the Board of the satisfactory outcome of a recent QAA review of the College's HE provision. This was particularly pleasing in the context of the recent merger and the governors asked for their congratulations and thanks to be passed to all those involved.

ESTATES/CAPITAL PROJECTS

City Hub

69 The Director of Estates/Capital Projects presented the latest design work on the City hub together with an update on the financial projections within the overall scheme cost of £58m. He advised that the preferred procurement route was now through SCAPE which was OJEU compliant.

70 The proposed design referenced the history of Nottingham in lace-making and this found favour with the Board. It was suggested that, in such a prominent position in the City, the lighting of the building should be considered carefully together with the possibility of using it for projections showcasing the College's work.

71 The CEO updated the Board on a number of challenging issues that remained to be resolved with the City Council before the project could proceed.

Disposal of No. 1 Broadway

72 At the previous meeting, the Board had endorsed proposals for the relocation of staff which would involve vacating the offices at 1 Broadway. The Director of Estates/Capital Projects now introduced a report on the disposal of the building.

73 Various options for the disposal of the building had been explored but it had been concluded that the most suitable option would be to offer it for sale on the open market. ERDF funding had been made available in relation to works to the property and confirmation was required as to whether any of this would need to be repaid.

74 **Resolved** that, subject to the outcome of the query regarding EDF funding, No. 1 Broadway be offered for sale on the open market

ANNUAL SAFEGUARDING REVIEW

75 The Director of Customer Experience presented the Annual Safeguarding Review. She commented that the two pre-merger colleges had different but equally effective safeguarding procedures and the best elements from each had been used in producing the Safeguarding Policy approved by the Board at the last meeting.

76 Regarding safeguarding cases handled in the previous year, there were no specific issues arising as previous trends had continued in terms of the characteristics of individual cases. Good relationships were in place with the County and other agencies involved with safeguarding and a programme of training was continuing. There would be an emphasis this year on encouraging students to recognise issues when they arose and to be confident in reporting them. The ESAFE online monitoring system was being used which drew attention to any issues emerging through the use of the College's IT systems.

77 A specific training session for governors would be planned in the near future.

FINANCE REPORT

Management accounts

78 The VP Finance submitted a detailed report on the management accounts for the two-month period to 30 September 2017. In this period, the College had generated a consolidated operating surplus of £1,450k against a budgeted surplus of £1,198k. EBITDA was £2,405k against a budgeted £2,153k. Both of the current figures were marginally behind the TU plan largely due to timing differences.

79 The report contained a detailed account of the variances in income and expenditure against the current College budget and against the TU plan. The main issues affecting income were -

- a shortfall in income from adult education; partner allocations had currently been deferred pending the outcome of College enrolments
- under-recruitment on HE programmes; to be analysed further in the October management accounts
- timing issues

80 Pay costs were above budget due to timing of some redundancies and an overspend on agency costs for apprenticeship delivery which was under review. Non-pay costs were below budget in most areas producing a positive variance at this stage of £1,468k.

81 Asked when the Board could expect to see a reforecast for the year, the VP advised that this would be undertaken at the end of the first quarter i.e. after the end of October.

External audit report on Central College Financial Statements

82 The Vice Principal Finance presented the Audit Findings Report arising from the external audit of the financial statements of Central College for the period 1 August 2016 to 8 June 2017. She drew attention to the key points and the Board noted that there were no significant issues arising from the audit or from the Regularity Audit. The standard Letter of Representation was required by the auditor.

83 **Resolved** that the Letter of Representation be approved

Audit Committee’s report on Central College

84 The Chair of the Audit Committee presented the Committee’s report on Central College and the Board noted the Committee’s opinion that, for the period covered by the accounts, Central College Nottingham had –

- adequate and effective audit arrangements in place
- an adequate and effective framework of governance, risk management, and control
- adequate and effective processes for securing economy, efficiency and effectiveness

Approval of Central College Financial Statements

85 **Resolved** that the Financial Statements of Central College for the period 1 August 2016 to 8 June 2107 be approved

DATE OF NEXT MEETING

86 Monday, 11 December 2017 (5.30pm)

Chair

Date