

**Minutes of the Corporation meeting held 27<sup>th</sup> September 5:30pm  
 Huntingdon campus, Huntingdon**

**MINUTES**

**Present**

Vernice Key [Chair]  
 Heather Du Quesnay  
 Mark Robertson  
 Martin Doel  
 Nichola Harrison  
 Tim Arthur  
 Barry Fyfield  
 Michael Cole  
 Martin Clapson  
 Judith Coplowe  
 Andy Jennings  
 Paul Gaudin  
 Terry Butcher  
 Nauris Kalnins  
 Joseph Winters

**In attendance**

Derek Sharp, Marcus Doyle, Laura Kerry

**Clerk**

Emily Baldwin

<b>Section 1: Introduction</b>		
<b>1.1 1.2</b>	<b>Declarations of interest Apologies for absence</b>	<p>Apologies were received from Raj Kumar, Jo Lancaster and Michelle Dowse.</p> <p>It was noted that Jo Lancaster had sent through some comments on the papers to the Clerk.</p> <p>The two new student governors were welcomed to the meeting.</p> <p>There were no declarations of interest that had not already been raised at previous Corporation meetings.</p>
<b>1.3</b>	<b>Minutes of the meeting held on 27<sup>th</sup> June 2018 and</b>	M Doel noted that the Commercial Strategy Committee had reviewed the list of levy companies and would continue to monitor the list. A list of all companies the College dealt with would be unmanageable at this stage.

	<b>matters arising</b>	<p>M Doyle confirmed that there had been staff consultation on the teaching and learning strategy and there had been no significant changes to the strategy as a result.</p> <p>The minutes of the meeting of 27<sup>th</sup> June 2018 were agreed.</p>
<b>1.4</b>	<b>Governor link scheme</b>	<p>Jo Lancaster had attended the Huntingdon Freshers' Fair which she had found to be energetic and lively. She had also spoken to a potential student governor who had since been appointed.</p> <p>N Harrison had attended the Learner Services SAR.</p>

## Section 2: Strategic Matters

<b>2.1</b>	<b>Principal's Report</b>	<p>M Robertson introduced his presentation covering his view on the key issues and challenges for the College.</p> <p><i>Martin Clapson joined the meeting.</i></p> <p>The key risks were:</p> <ul style="list-style-type: none"> <li>• Quality does not improve leading to failure to achieve excellence for students and Outstanding Ofsted</li> <li>• The pace of change is too fast for new systems, culture, structures etc. to become embedded and effective</li> <li>• Open campus increases possibility of major incident</li> <li>• Failure to recruit or retain to key posts undermines quality</li> <li>• Huntingdon reputation is not sufficiently recovered leading to financial drain</li> <li>• National or local politics results in lower levels of funding/higher costs and internal impacts</li> </ul> <p>M Robertson said that his overriding objective for the next year was to improve quality. He set out a number of actions that were being taken forward for each of the risk areas.</p> <p>Governors discussed the College's Maths and English GCSE results, and it was noted that Maths results had fallen slightly at the College. B Fyfield said that the College needed to be realistic when setting KPIs for English and Maths. The focus needed to be on what was the best path for the student. It was agreed that an action plan on Maths and English should be discussed at an L&amp;Q Committee meeting. M Cole suggested involving parents and the student body about English and Maths.</p> <p>M Doel said that the College needed to improve in English and Maths, but here would come a point when only further marginal gains would be possible. It was agreed that the College was not yet at that point.</p> <p>There needed to be systems' improvements to ensure data was easily accessible for students and parents.</p> <p>It was noted that the College's parental engagement strategy encompassed maths. Governors suggested management considered how best to monitor parental engagement in the future. The Principal agreed that this would be better</p>
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monitored in the future now that faculties were all using the same systems and processes.

Governors went on to discuss security challenges at the College. They noted that Cambridge was a more open campus than Huntingdon. Compliance with wearing badges by staff and students was significantly improved and it was now viewed as a responsibility by all members of staff. The College had implemented lock down practices and had learnt from the trials.

It was noted that the College had used a specialist security consultant to assess the College's security arrangements.

Governors noted the recruitment issues in a number of areas, particularly in construction related areas. There was also a retainment issue in Maths/English and business/IT. There was a gap in pay between teachers in secondary schools and FE colleges which made recruitment difficult in some areas. The College's strategic aim was to reduce its use of agency staff, but this was not always possible when there were shortages in some areas. Appropriate teaching staff needed to be recruited to keep up with enrolments. The College was using different recruitment channels such as Teach 2 and employer forums. It was suggested that the College investigated whether it was possible to provide key worker housing.

J Lancaster had commented that the College needed to market itself well as an employer. L Kerry said this was a priority for the HR team, including the promotion of part time and flexible working.

It was suggested that the College looked at recruitment from armed forces. L Kerry said there was a programme in place at other colleges which she would look at. It was also suggested that she speak to the University of Third Age.

L Kerry confirmed that the College was looking at schemes to reward staff over a longer period of time. The longer term objective was to ensure teaching staff were appropriately paid.

L Kerry agreed to take note of all the suggestions made in aiding recruitment and retainment of staff.

A confidential matter was taken (minuted separately).

*M Clapson left the meeting.*

It was noted that the College no longer offered a free bus to Huntingdon campus for new students, and this did seem to have had a detrimental effect on enrolment numbers.

Governors discussed the national funding picture. It was noted that pension contributions were rising significantly from September 2019. The College had a good relationship with the Combined Authority.

Governors welcomed the focus on the College's key risks. This could form the basis of a corporate risk register that would be presented at each Corporation. It was noted however that some of the risks would not change over time, and management were asked not to repeat these at each meeting.

		<p>M Robertson introduced the Principal's Report. He drew attention to a number of key developments including:</p> <ul style="list-style-type: none"> <li>• Achievement of enrolment targets for Study programmes at both campuses</li> <li>• National Matrix Award award</li> <li>• Remaining legacy issues with apprenticeship achievement rates</li> </ul> <p>The Student Governor reported that pricing in the Huntingdon restaurant was an issue. The Principal noted this but said it was a result of having the same contractor covering both campuses and prices were now the same across the two campuses.</p> <p>Governors noted that the first apprentices were starting at iMET in the autumn. A new business plan was needed to see how a delay in the start of some apprenticeships would affect costs. This was needed prior to January 2019.</p> <p>The Principal drew attention to the new industry placement scheme. This was not universally popular with students but was a new national requirement over the next few years.</p> <p>The HR team were thanked for their work over the summer period on contract harmonisation.</p> <p>It was noted that the College was being assessed for IIP accreditation.</p> <p>The College was on track to achieve a financial surplus for 2017/18.</p> <p>It was noted that more students were putting CRC as a first choice in their applications. It was important to understand why this was the case.</p> <p>Governors <b>received</b> the report.</p>
2.2	<b>Staff Survey</b>	<p>L Kerry introduced the staff survey.</p> <p>The results showed an increase in levels of agreement/satisfaction in the majority of responses.</p> <p>Staff at the Cambridge Campus were, on the whole, more positive in their responses. However, there had been a significant reduction in the gap between the campuses over the 12 months.</p> <p>Overall staff satisfaction had increased to 76%, with an increase of 11.8% at Huntingdon Campus and 2.3% at Cambridge.</p> <p>Communication was seen as more effective than previously, but this was not improved sufficiently. Staff voice had been introduced at both campuses. Governors expressed concern about the question regarding feeling valued at the organisation, which showed a relatively low response at Huntingdon. It was noted the survey was done before contract harmonisation and this might have improved, but care needed to be taken to ensure staff at the Huntingdon campus did not feel marginalised.</p>

		<p>Overall, the results were positive showing the College was heading in the right direction. The results of the survey show that Cambridge Regional College was outperforming “Outstanding” colleges for Management Style, Customers and Staff.</p> <p><i>Paul Gaudin left the meeting.</i></p> <p>Governors stated that they were less concerned about small changes over time in the responses, as these were not statistically significant. The College needed to focus on those areas where there was significant differences to those of an outstanding college.</p> <p>Governors noted the report.</p> <p><i>L Kerry left the meeting.</i></p>
2.3	<b>Estates Update - confidential</b>	<p>D Sharp gave a presentation on developments with the College’s estates strategy.</p> <p>A confidential matter was taken (minuted separately).</p> <p>Governors noted the report.</p>
2.4	<b>Apprenticeship Improvement Plan</b>	<p>M Doyle introduced the apprenticeship improvement plan.</p> <p>He drew attention to progress that had been made against the agreed actions.</p> <p>It was noted that re-engagement activity with Decorus had been concluded.</p> <p>The College now had a different approach to apprenticeship entry criteria, which now included a pre-apprenticeship programme for those that did not meet the criteria.</p> <p>Governors asked management about the extent of feedback from employers on apprenticeships and the level of employer engagement. Governors discussed whether this should be part of the plan which was very much focused on improving quality. T Arthur asked for more information on employers’ feedback from surveys.</p> <p>M Doel said that the Commercial Strategy Committee had said it was important to have a good CRM system.</p> <p>B Fyfield said that it was reassuring to see that appropriate mechanisms were in place to drive forward improvement. It was important for Governors to understand the forthcoming changes in frameworks.</p> <p><i>Terry Butcher left the meeting</i></p> <p>M Doyle explained the structure of the organisation and how that facilitated discussion between the leads for apprenticeship delivery and employer engagement team.</p> <p>M Doel said the College may need to consider a change in delivery model in the future, such as a separate company.</p>

		<p>It was agreed that regular reports on the quality of apprenticeships would be presented to the L&amp;Q Committee.</p> <p>It was noted that the SAR process would focus on improvements in quality outside of the apprenticeship improvement plan.</p> <p>Governors <b>received</b> the report.</p>
<b>Section 3: Matters Referred from Committees</b>		
<b>3.1</b>	<b>Matters for decision referred from the Search and Governance Committee</b>	<p>N Harrison introduced the main discussions and recommendations from the Search and Governance Committee.</p> <p>Governors approved the following recommendations made by the Committee:</p> <ul style="list-style-type: none"> <li>• The revised procedure for the appointment of Governors</li> <li>• The Governance Annual Report for 2017/18 and the proposed objectives and priorities for 2018/19</li> <li>• The Terms of Reference for the Committee</li> <li>• The extension of terms of office for T Arthur and M Cole for a further three years</li> </ul> <p>Governors noted the Governors' Code of Conduct, which had been distributed to Governors with the Register of Interests</p> <p>It was agreed that the proposed new Governor M Eastwood would be asked to join the Governing Body when he had finished his term of office at his current College.</p> <p>Any Governors interested in joining the Search and Governance Committee were invited to contact the Clerk.</p>
<b>3.2</b>	<b>Matters for decision referred from the Commercial Strategy Committee</b>	<p>M Doel introduced the main discussions from the Commercial Strategy Committee.</p> <p>Governors noted the marketing and communications plan for 2018/19, and the Commercial Plan for 2018/19.</p> <p>It was noted that the Joint Venture Agreement for iMET was due to be signed shortly.</p> <p>A confidential matter was taken (minuted separately).</p>
<b>Section 4: Final matters</b>		
<b>4.1</b>	<b>Corporation workplan</b>	<p>Corporation approved the Corporation workplan.</p>
<b>4.2</b>	<b>Matters agreed between meetings</b>	<p>Corporation noted the following items that were agreed electronically since the last meeting:</p> <ul style="list-style-type: none"> <li>• Award of insurance contract to Travelers from 1<sup>st</sup> August 2018</li> <li>• Award of student bus contract to five suppliers from 1<sup>st</sup> September 2018</li> <li>• Award of various sub-contracting contracts for Adult Education Budget to total value of £3.02m</li> </ul>

4.3	<b>Any other business – Student Union Constitution</b>	Corporation agreed the inclusion of a reference in Student Union Constitution to the requirement for Student Union representatives to abide by a Code of Conduct.
4.4	<b>Self-assessment of Governors' performance</b>	<p>Governors discussed the meeting.</p> <p>A number of Governors felt the meeting had been too long and some voiced a preference for papers in advance rather than presentations.</p> <p>Governors felt the discussion was of a strategic nature and discussion had focussed on the most important longer term issues.</p>

### Summary of Actions

Actions			
Item	Action	Lead	Date
2.1 Principal's Report	<p>It was agreed that an action plan on Maths and English should be discussed at an L&amp;Q Committee meeting.</p> <p>L Kerry agreed to take note of all the suggestions made in aiding recruitment and retainment of staff.</p> <p>A confidential matter was taken (minuted separately)</p> <p>Governors noted that the first apprentices were starting at iMET in the autumn. A new business plan was needed to see how a delay in the start of some apprenticeships would affect costs. This was needed prior to January 2019.</p>	<p>M Doyle</p> <p>L Kerry</p> <p>M Dowse M Robertson</p> <p>M Dowse/M Robertson</p>	<p>Nov 2018</p> <p>March 2019</p> <p>May 2019 Jan 2019 Nov 2018</p>
2.3 Estates Strategy	D Sharp was advised to look at occupancy rates for other similar blocks in the city. M Cole offered to introduce D Sharp to an estates manager at the ARU.	D Sharp/M Cole	Nov 2018
2.4 Apprenticeship Improvement Plan	<p>T Arthur asked for more information on employers' feedback from surveys.</p> <p>It was agreed that regular reports on the quality of apprenticeships would be presented to the L&amp;Q Committee.</p>	<p>M Dowse</p> <p>M Doyle</p>	<p>Oct 2018</p> <p>Nov 2018</p>

The meeting closed at 20:10.

Emily Baldwin  
Clerk to the Corporation

Signed:

Chair

Date: