

**GOVERNING BODY**
**Minutes of the meeting held at 2.00pm on 14 July 2016**

**Present:** R Carter (Chair) K Golding (Chair Designate)  
D Wildridge C Manning  
S Gerber A Maltpress  
S Daley J Bloomfield  
S Clarke C Higgins  
R Inman K Heathcote  
N Savvas, Principal

**In attendance:** J Winter, Observer  
S Jones, Vice Principal Finance and Resources  
L Moody, Vice Principal Employer Engagement  
L Johnson, Vice Principal Curriculum and Quality  
C Shaw, Assistant Principal Student and Learning Support  
A Whatley, Assistant Principal Learning Partnerships  
R Kirk, Assistant Principal Quality Improvement  
R Sadler, Director of HR  
J Bridges, Clerk to the Corporation

The Chair expressed personal and collective thanks of the Corporation to those who are stepping down from office with effect on 31 July 2016. A Head, S Gerber, C Manning and J Bloomfield were thanked individually for their dedication, hard work and commitment over the years as governors.

There were no interests relevant to items on the agenda declared by members.

- 1 **Apologies for absence**  
Apologies for absence were received from A Head.
  - 2 **Minutes of the meeting held on 18 March 2016**  
The minutes of the meeting (minute book pages G740-G748) were agreed as a correct record subject to amending the word 'had' to 'have' in the second paragraph on page 2.
  - 3 **Matters Arising from the meeting held on 18 March 2016**  
The matters arising from the meeting were summarised in the report (minute book pages G749-G750) and all actions reported had either been resolved or, where appropriate, an update had been provided on progress elsewhere on the agenda.
- R Carter and K Golding left the meeting at 2.25pm for the following agenda item.
- 4 **Membership**  
The report was received and **considered** by members (minute book pages G751-G757).
    - i. **Joint Chair Proposal**  
The Corporation has complete flexibility to shape the constitution of the Board as it sees fit in order to ensure it has the necessary skills and capacity to carry out its functions effectively. It is proposed that with effect from 1 January 2017 the role of Chair to the Corporation is shared between the current Chair Designate, K Golding and the outgoing Chair, R Carter. The rationale for proposing a co-chair arrangement is two-fold; 1) it will provide K Golding with the capacity to focus on the internal operation of the Corporation, sub-Committee meetings, governance

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oversight and line management of the Principal and the Clerk; and 2) will enable R Carter to focus on the external representational activities of the Chair's role and lead the pursuance of strategic initiatives such as collaboration/partnership working, furthering the Free School application, Area Reviews and Devolution.

The proposal of a co-chair arrangement is proposed to be achieved by approving the appointment of K Golding as Chair at the December 2016 meeting of the Corporation and appointing R Carter as a co-opted member of the Corporation with the role as Joint Chair (external relations). R Carter's appointment is to be subject to annual review and approval of the Corporation. Members questioned if external bodies would recognise R Carter as the Chair of the Corporation if the role was split. The Clerk confirmed that the responsibilities of the roles that K Golding and R Carter are to undertake are to be determined and made clear but if an invitation was received for an event that required the Chair to attend then through the delegation of the roles this would identify who would attend in that capacity and it would be perfectly acceptable that the role of the Chair at the College took a job share approach. The Corporation **approved** the proposal. The delegated roles will be detailed for the meeting to be held in December 2016. **Proposed** by C Higgins and **seconded** by S Gerber.

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R Carter and K Golding joined the meeting at 2.35pm

**ii. Committee Co-opted Membership**

The Audit and Risk Management and Standards and Excellence Committees, under their Terms of Reference, are able to include up to two members who are not members of the Corporation. Co-opted membership to Committees is subject to annual review rather than an appointment to serve a three year term of office.

The Chairs of the Committees in question confirmed that the co-opted members brought both experience and valuable knowledge to their work and endorsed the recommendations of the Appointments and Governance Committee to reappoint them for a further term of one year. The attendance of one co-opted member has been problematic in the year due to a change in work commitments but there is reassurance that their change in employment will enable better attendance in the new academic year. The Corporation **approved** the reappointment of Nick Roberts and Jim Gazzard as co-opted members to the Audit and Risk Management Committee and to reappoint Jim Gazzard as a co-opted member to the Standards and Excellence Committee. **Proposed** by K Golding and **seconded** by S Daley and approved by a show of hands.

**iii. Independent Member Recruitment**

A governors' panel was established comprising K Golding, J Bloomfield and N Savvas to interview three candidates to fill the vacancies created by C Manning and J Bloomfield retiring from the Corporation at the end of the academic year and also to fill the vacancy on the Board left by F Hotston Moore in December 2015.

Both C Manning and J Bloomfield held additional roles that will need to be replaced. C Manning held the lead role for Student Engagement and also the Governor representational role and Chair of the Safeguarding Board. J Bloomfield has held a representational role on the Equality and Diversity Board. It is proposed that S Daley takes the lead role in the interim for Student Engagement and R Carter assumes the role and Chair of the Safeguarding Board.

The Governor Appointments Panel sought the approval of the Corporation to appoint the three candidates interviewed; Sarah Healey Pearce, Sarah Howard and Karen Points. Each appointment would be for a term of three years. The Corporation **approved** the appointments. **Proposed** by J Bloomfield and **seconded** by C Manning and approved by a show of hands.

J Winter left the meeting at 2.55pm for the following agenda item.

**iv. Staff and Student Appointments**

A Head has decided to progress onto an Apprenticeship and while he is still eligible to continue as a student governor he has chosen to stand down so that he can concentrate his efforts and talents on his new path of employment. A campaign to elect a student governor will take place in September 2016 with the new intake of students for the 2016/17 academic year with the intention to bring an appointment to the December meeting of the Corporation for approval.

The term of office of S Gerber comes to an end on 31 July 2016. He has served a total of nine years in office; the maximum term a governor is permitted to serve. The nomination and election process for his successor took place in June 2016. Over 100 staff took part in the election of three nominations. The number of votes cast was close but Joe Winter, Workbased Learning Advisor received the highest number. His appointment was **approved** by the Corporation. **Proposed** by K Golding and **seconded** by J Bloomfield and approved by a show of hands.

J Winter joined the meeting at 3.00pm

**v. Committee Chair and Vice Chair Designations and Committee Membership**

The Standing Orders of the Corporation determine that the membership of each Committee and all posts of Chair, and Vice Chair of each Committee shall be reviewed at least annually by the Corporation. The paper detailed the posts held and the Corporation **approved** the appointments and Committee membership en bloc. As a consequence J Bloomfield will hold a co-opted member role on the Appointments, Governance and Remuneration Committees for a term of one year. **Proposed** by C Manning and **seconded** by D Wildridge and approved by a show of hands.

**5 Quality and Performance**

**5.1 Key Performance Indicators**

The report was received and **considered** by members (minute book pages G758-G771).

***Financial***

The 16-18 enrolment funding target for the 2015/16 academic year has been exceeded with 2,853 students enrolled against the target of 2,839. As of 14 July 2016 the College has provisionally enrolled 2,308 for the 2016/17 academic year (67 up on the same time last year) against the new funding target of 2,892. The number of enrolments may decline as GCSE results come in and students decide to go to sixth form rather than the College but an additional 212 new applications have been received. 540 young people are now expected to enrol in August, a number that is expected to rise in the following few weeks.

Currently the application rate for Full Time Enrolments (FTEs) onto HE courses at the College is 491.5. This is an increase of 30 FTE, or 7% on June 2015. The conversion rate from applications to enrolments currently stands at 51.79%. The final conversion rate for applications to enrolments in September 2015 was 61.29%. In comparison to the other UCS centres, UCS BSE is ahead of other

centres on applications by 19.5%. The Corporation asked the Assistant Principal Quality Improvement to contact the central team at the hub to obtain detailed application reports to ascertain the flow through of applications onto each of the centres in order to expose any changes in trends as the Board required assurance that the level of applications to UCS BSE were on par with or predicted to exceed previous years.

The financial forecast has changed from an operational surplus of £171K to an operational deficit of £80K although this does not include the rental income from Vintens or income of £191K relating to 2014/15. Once these are added the surplus for the year becomes £211K and would, therefore, be above budget.

The staff cost as a percentage of income year end forecast of 68.8% is over target by 0.8% which is an increase from the last report due mainly to the reduced forecast in income although it has been offset by a reduction in forecast staffing costs.

Banking covenants remain compliant (green status) although it was noted that the net asset ratio will come under some pressure when FRS102 comes into play as the % ratio is likely to increase from 34% to about 60% which although still within the 80% threshold will need to be kept in focus. The opinion of the bank is being sought to ascertain their view as this change in accounting presentation could impact the future lending perspective of lenders.

Cash reserves are healthy and despite not always maintaining 35 days cash in hand working capital in the year due to the reduction of cash reserves arising from the purchase of Suffolk One the minimum cash requirement remained stable and sufficient.

### ***Curriculum and Quality***

There are currently only 13 students left to achieve and some results are still awaited. There is confidence, however, that the report provides the Corporation with a sound forecast of student success rates. Forecast success % on large qualifications (i.e. Diplomas, Certificates, Access Diplomas and GCSEs) all show a positive increase on 2014/15. There is some concern with the Level 2 19+ forecast success but lots of work is being done to encourage students to achieve.

All GCSE results are forecast to be very good compared to National Rate this year. Whilst 16-18 English will be lower than in 2014/15, the volume of students has increased dramatically for all ages. Forecasts are based on the predicted achievement of students from their assessments and mock exams. Attendance at exams was 94%. A real cross college united effort made this possible and is true testament to staff putting students and their success at the heart of everything that we do. The Chair will express the thanks of the Corporation to all staff in September 2016.

Workbased Learning have already achieved some significant improvements in Actual Success %, and even if the Best Case Success % isn't quite reached, all will have increased significantly against National Rate which the Corporation recognised was a considerable achievement by all involved.

Functional Skills have achieved some significant improvements with results already confirmed. Even if Forecast Success % isn't quite reached, all will have increased against National Rate. The only exception is Entry Level 19+ Maths and English where students have left before taking the exam. The Corporation

received assurance that the data will be double checked to ensure that those who withdrew before examination were recorded correctly on the system rather than mistakenly left on and consequently marked as failed. These Entry Level 19+ students are adult learners in the Learning Centres and are small cohorts (26 for Maths and 33 for English). Success is still forecast at 85% and 75% respectively and staff are still focused on student achievement.

### ***Workforce***

Short term absence rates remain relatively low and absence is kept in constant focus to enable timely responses for the support and wellbeing needs of our staff. Long term absence is still low (less than 2% of the workforce), with many cases in 2016 being due to planned recovery periods following operations. The HR team is supporting managers to follow the long term absence process to ensure that relevant and appropriate action plans are in place.

#### **5.1.1 *Financial Performance***

The report was received and **considered** by members (minute book pages G772-G774).

As at month 10, the College is still on course to achieve and probably improve upon the budgeted surplus position but this is only due to two significant and unbudgeted income credits as reported above. Without these the College would have been likely to have finished the year with a deficit of £80K. The reason for this deterioration has been the subject of a separate report to the Resources Committee but in essence is due to a lower than budgeted performance on in-house generated income and full cost courses. A number of budget lines have been pulled back to redress the position. A surplus will still be achieved at the year-end but not at the level initially forecast. The Chair of the Resources Committee confirmed that a comprehensive report on the position had been received and considered by the Committee at its meeting held in June 2016. Assurances have been provided that the unforeseen issue with the ProAchieve software which masked the reduction in income is being fully investigated and enhanced KPIs developed to ensure that this cannot happen again.

The net increase in staffing costs is principally due to intentional overspends on Maths and English but the impact of this has been reduced considerably by staffing savings achieved elsewhere, for example from Student Support, Workbased Learning and Administration staff areas.

The Corporation raised concern that the modest summer works schedule may mask longer term problems which would be better if addressed now. Members asked how this has been managed. The Vice Principal Finance and Resources confirmed that all priority 1 and some priority 2 works will be undertaken. There is a desire to do more and the Resources Committee has tasked him to review the other summer work requests in a measured way to review what could be completed in years to come that may inform the property strategy.

As will be seen with the budget report, the SFA's three year financial plan model still shows the College to be in positive financial health, graded "Good" in 2015/16 and "Outstanding" in 2016/17.

In order to ensure the forecast surplus is deliverable, the Corporation recognised that exceptional control of costs needs to be maintained for the last two months of the year.



## 5.2 **Quality Improvement Plan 2015/16**

The report was received and **considered** by members (minute book pages G775-G776).

The Quality Improvement Plan is to be updated for the end of the academic year and will feed into the 2015/16 Self-Assessment Report (SAR) and the new Quality Improvement Plan for the next academic year. It was noted that the College had planned to introduce Service Level Standards for all Business Support Areas but given other priorities in the year this work had not been progressed. However, this did not pose an operational risk to the College.

## 6

### **Strategic Matters**

#### 6.1 **Budget 2016/17 and Financial Forecast 2016/19**

The budget and financial forecast was received and **considered** by members (minute book pages G777-G785).

The proposed budget for 2016/17 has been the subject of two reviews by the Resources Committee and a number of modifications made in order to reduce the risk associated with it; full cost income at £500K to be reduced to £400K, 24+ loans income at £725K to be reduced to £700K and levy income reduced from £100K to £50K. Overall a net surplus budget of £151K is proposed with a capital budget of £300K.

There are a number of employment cost increases in the 2016/17 budget caused by National Insurance and Pension contributions. A revaluation of the LGPS fund in March of this year is also expected to lead to an increase in the employer's on-cost with effect from April 2017. In addition, the remaining increase in costs is due to a provision that would allow for a 1% cost of living increase for staff (not planned to be paid but included to reduce budgetary risk), contractual incremental progression, plus the payment of the new apprenticeship levy which starts in April 2017 as well.

The capital budget does not include any impact of works at Vintens given the uncertainty of the exact timing of this project. The earliest this work is likely to commence is in the early summer of 2017 and therefore the works are represented in the financial plan for 2017/18 and 2018/19.

At the meeting of the Resources Committee in June 2016 the financial objectives for the 2016/17 year were agreed and these were detailed in the report and agreed by the Corporation. The Chair of the Resources Committee highlighted to members that the budget assumes that 19+ apprenticeships will go beyond allocation and stated that the Committee had questioned the level of confidence that the College had to achieve the growth of this income stream. Reassurance was given that the College is resourced to deliver it and the SFA will need to confirm that it will fund over allocation. The indications are that the growth case is supported.

It was noted that the SFA's version of the financial forecast spreadsheet has been superseded following the discovery of a number of bugs. As a consequence the sensitivities sheet within the forecast could not be completed. The SFA has released version 1.3 but has advised that those who have compiled the forecast using the earlier version, as is the case of WSC, are not required to reconfigure their plans using the updated copy.

The Corporation **approved** the College's 2016/17 revenue and capital budgets and three year financial forecast, enabling submission to the SFA by 31 July 2016. **Proposed** by S Clarke and **seconded** by D Wildridge and approved by a show of hands.

## 6.2 Update on Multi Academy Trusts

The report was received and **considered** by members (minute book pages G786-G788).

### **Suffolk Academies Trust (SAT)**

The Academy is forecasting a current year end operational surplus of £149K which is £148K better than budget and cash flow levels are healthy and well above both budgeted and forecast for the year.

The risk register of the Academy has been reviewed and a number of risks downgraded as a consequence of effective and efficient financial management and governance. The EFA Validation Visit concerning the Trust's submission of the Financial Management Governance Statement (FMGS) was a significant piece of work led by the Clerk. The lead auditor took a copy of the Financial Report and the Trust's Financial Administration and Control Handbook as exemplars of good practice.

Strategy sessions are being held with the Senior Leadership Team of the Academy; the purpose of which has been/is to horizon scan the opportunities and threats in the wider and local contexts to enable growth. The Trust has been approached by the Regional Schools Commissioner and various schools in the area regarding potential additions to the Trust.

The College continues to be represented on the Trust's Board of Trustees by C Higgins, N Savvas and A Whatley. S Jones holds the role of the Chief Financial Officer and J Bridges the Clerk. The pressure on the Trust to take on other organisations is being worked through. It was noted that the decision concerning the application for the Sixth Form Free School in Bury St Edmunds is not expected from the DfE until September 2016.

### **Suffolk Educational Needs and Disabilities Academy Trust (SENDAT)**

The Trust has submitted an application (in March 2016) to open a new Alternative Free School (Pathways Academy) offering 60 Key Stage 4 places for young people in Suffolk. The formal DfE interview took place on 13 July 2016 and went well. A decision is not expected until September 2016.

SENDAT has provided invaluable consultancy with regard to the subcontracted high needs provision at the Junction, Stowmarket, that the College was asked to take on by the EFA from September 2015 after Inroads (Essex) Ltd was judged as 'Inadequate' by Ofsted in May of that year. The Health Check that took place in March 2016 concluded that insufficient progress had been made and their quality of provision had not improved at the rate required. The contract with Inroads (Essex) Ltd has been terminated and the subcontracted work moved to SENDAT.

## 6.3 Strategic Activities Update

*Confidential item under paragraph 18(2) of the Instrument and Articles of Government*

The report was received and **considered** by members (minute book pages G789-G799).

#### 6.4 Our Journey To Outstanding So Far

The report was received and **considered** by members (minute book pages G800-G806).

The report provided an aide memoire of the College's journey so far in preparation for the next steps to move from Ofsted 'Good' to 'Outstanding'. It is recognised that the journey will be never ending but recognition should be made of the progress that the College has achieved so far as we now look forward. Success rates have improved by over 12% in three years. This is a huge achievement in itself and the cultural change made over this time should also not be underestimated. The College will build upon its solid position of 'Good' and move into the next phase towards achieving 'Outstanding' by 2019.

#### 6.5 Ofsted and Quality Improvement

The report was received and **considered** by members (minute book pages G807-G809).

The feedback from the inspectors in their letter has been captured in a document which has now been aligned to the Common Inspection Framework (CIF). The areas for improvement will form the basis for the College Quality Improvement Plan (QIP) which will be produced in September 2016 and all the information will inform the production of the Self-Assessment Report (SAR). The Corporation expressed its desire that 'Outstanding' is achieved sooner than 2019 and suggested that inspectors may welcome an invitation to visit again in the spring term of 2016/17, dependent upon results and other outcomes for learners.

#### 6.6 UoS Collaboration Agreement

The report was received and **considered** by members (minute book pages G810-G812).

A Principal's Advisory Panel comprising N Savvas, C Higgins, A Maltpress and S Clarke together with R Kirk had undertaken a series of reviews and negotiations with the University Campus Suffolk (to be the University of Suffolk from 1 August 2016) of the Collaboration Agreement. A further meeting was called with R Carter in attendance to meet with the Provost and Academic Registrar in June 2016 to negotiate a final document and a gentleman's agreement had been reached to make some further amendments to the draft agreement that would safeguard all parties concerned and permitted the increase to a 15% top slice.

The Collaboration Agreement had been taken to the UCS Board proposing that the version from their lawyers which negated a lot of the points agreed with the Provost, be signed. This version is now with lawyers appointed by the College on behalf of the other Colleges in the Learning Network under the agreement with the purpose to produce a document that all parties will be prepared to sign. The four significant points that needed to be addressed were detailed in the report; namely, exclusivity; staff approvals; intellectual property; and senate and its power to withdraw validation.

The Corporation was unanimous that the agreement was not to be signed until such time as the points raised with the Provost are satisfactorily resolved and incorporated. Delegated power was **approved** by the Corporation to the Chair of Governors to permit him to sign the final agreement on behalf of the Corporation, once received and validated by the due diligence of College lawyers. **Proposed** by R Inman and **seconded** by C Higgins. The members of the Principal's Advisory Panel is to be kept involved in all negotiations concerning finalising the agreement.



**7 Information, Discussion and Decisions**

**7.1 Principal's Briefing**

The report was received and **considered** by members (minute book pages G813-G821).

The briefing displayed a significant summary of the student and staff activities and accomplishments in the summer term. There were no issues raised by members concerning the content of the report.

**7.2 Golley Slater Contract Progress Report**

The report was received and **considered** by members (minute book pages G822-G824).

At the request of the Corporation at its meeting held in March 2016, a progress report concerning the performance of the contract had been provided. The Vice Principal Employer Engagement verbally reported that the contract with Golley Slater is working well. The conversions from contacts to hot leads are quick and responsive with 147 leads so far; a high proportion of which have come via the Golley Slater team. Contacts are being targeted by geographical area and many new employer contacts established. With 147 leads already and others in the pipeline this income stream is destined to get off to a good start in the new academic year.

The efforts of Nigel Cole, Senior Projects Administrator for the CRM System were highly commended by the Vice Principal Employer Engagement. He has been instrumental in developing and enhancing the system so that data can be extracted in a number of ways that enable the College team to keep and pursue employer leads which in turn is positively impacting employer's perception of our programmes and the professional service they receive.

**7.3 Appointment of Internal and External Auditors**

*Confidential item under paragraph 18(2) of the Instrument and Articles of Government*

The report was received and **considered** by members (minute book pages G825-G826).

**7.4 Committee Chairs' Summary Report**

The report was received and **considered** by the Corporation (minute book pages G827-G837).

**Standards and Excellence**

There were no issues arising from the report raised by members.

**Appointments, Governance and Remuneration**

There were no issues arising from the report raised by members.

**Resources**

The Chair of the Committee reported that the Property Task and Finish Group met earlier in the week. It had **approved** the appointment of Pick Everard as the Design Consultants for the Vintens Project. The decision was endorsed by the Corporation.

**Audit and Risk Management**

There were no issues arising from the report raised by members.

J Bloomfield left the meeting at 5.00pm

## 7.5 Annual Policy Reviews

The policies were received and **considered** by members (minute book pages G838-G839).

The Safeguarding Policy is subject to annual review by the Safeguarding Board and the Corporation. It was subject to extensive review last year to align it with the Suffolk School Safeguarding Policy from Suffolk County Council and this year has been updated to reflect the change in the Governors' Safeguarding lead from C Manning to R Carter, changes to LADO contact details and now includes reference and a link to the Colleges PREVENT policy.

The Health and Safety Policy is subject to an annual review by the Committee and the Corporation. There had been no changes to the policy since the last review. Subject to the approval of the Corporation the Principal will be required to sign the policy.

NSavvas

The Risk Management Policy has been updated to reflect the new strategic aims of the College from 2016 to 2019. Other minor amendments include replacing the term 'Governing Body' with 'Corporation'. The changes to the document were endorsed by the Audit and Risk Management Committee.

The Corporation **approved** the Safeguarding, Health and Safety and Risk Management Policies and Procedure en bloc. **Proposed** by C Manning and **seconded** by K Heathcote.

## 7.6 Risk Management Update

The report was received and **considered** by members (minute book pages G840-G847).

The risk register has been updated to ensure that the key risks for the academic year remain appropriate. The Heat Map shows a decrease in high risks (red zone) between the months of March and July and 11 risks have now dropped into the green (residual) zone demonstrating a positive downward trajectory in risk level.

An analysis of risk movement was also provided in the report and it was noted that the Board Assurance Map has also been subject to a full review.

Internal Auditors will be delivering a risk management training session to College Managers in the new academic year.

## 8

### Governance

The report was received and **considered** by members (minute book pages G848-G850).

#### 8.1 Annual Calendar of Meetings

The Clerk confirmed that two meetings of the Standards and Excellence Committee are to be moved on the proposed calendar for 2016/17. The 18 October meeting is to move to 31 October and the 22 November meeting to 29 November. The Clerk will update the calendar and recirculate it by email. Calendar invitations will follow. Subject to these amendments the Corporation **approved** the calendar of meetings and noted the intended schedule for the year after (2017/18). **Proposed** by R Inman and **seconded** by A Maltpress.

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#### 8.2 Terms of Reference, Standing Orders and Code of Conduct

The Terms of Reference have been reviewed in the year by each Committee to ensure that they remain appropriate for the current and next academic year. The minor amendments proposed were **approved** by the Corporation.

The Clerk has reviewed the Standing Orders together with the annexed policies on the Selection of Governors, Terms of Office and Chair's Action. No amendments are required other than changing the approval date from July 2015 to July 2016.

The Clerk has also reviewed the Code of Conduct together with the annexed policies on the Seven Principles of Public Life, Six Core Principles of Good Governance, Access to Governance Information and Guidance on Expectations of Governors Attendance. Amendments have been made on page 2 of the Code to update the Vision, Mission and fostered characteristics in our students and staff.

The Corporation **approved** all documents en bloc. **Proposed** by S Clarke and **seconded** by S Daley.

### **8.3 *Feedback on Governors' First Hand Week***

A total of 116 activity options were offered to governors during the week of which members attended 25. The word cloud provided a visual interpretation of the week with the most prominent words used to describe the activities as interesting, informative and enlightening. This is the third year of Governors' First Hand and each year has seen an increase in the number of staff who want to be involved and invite governors to their sessions which is testament to the open and transparent relationship the Corporation has with the College.

### **8.4 *Governance Improvement Plan***

The programme was conducted by Mike Snell and the information from the questionnaires, interviews and observed meetings provided a rich source from which a number of recommendations were made. All governors were invited to attend the meeting of the Appointments and Governance Committee in May 2016 to discuss and agree the recommendations; the outcome of which has been the development of a Governance Improvement Plan. The progress against the plan will be monitored by the Appointments and Governance Committee and reported to the Corporation as appropriate throughout the 2016/17 academic year. The Corporation **approved** the plan. **Proposed** by S Clarke and **seconded** by K Golding.

## **9 Governors' Reports and Information**

### **9.1 *Representational Activities***

A number of governors had attended the annual Celebration of Achievement Ceremony in the Cathedral at the end of June 2016 and all commented that the event was truly spectacular. The College should be proud that it had created an event that was essentially fully funded by sponsorship and exceptional. Congratulations are to be expressed to the Marketing Team.

Governors have attended and represented the College at a range of events during the summer term, including the event to mark the purchase of the Vintens property, College open events, annual FE and HE Graduate Art Exhibitions, the Suffolk New College Annual Student Celebration and the WSC College's Springboard Awards. The Chair Designate had also attended the ACER Annual Conference at which the new Ofsted Lead for the Region highlighted the best practice for governance and leadership at West Suffolk College in his presentation to ACER colleagues.

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**9.2 Training, Development and Governor Link activities**

The Chair has a directorate link with Art and Design and he attended the FE and HE annual exhibitions. Both events were attended by large numbers of family and friends and attracted a great deal of interest. All governors are encouraged to contact the Clerk to share their link activities so that these can be added to the Governor Involvement Mind Map.

Governors

**10 Any other business**

S Gerber thanked fellow governors for their support and advice during the years that he has held the role as Support Services Staff Governor.

It was agreed that name tags will be reintroduced for use at Corporation and Committee meetings. They will help new members to learn who their fellow colleagues are. D Wildridge, C Higgins, S Daley, K Golding and K Heathcote all volunteered to 'buddy' a new governor. S Gerber commented that he is willing to be a support.

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The Clerk has issued each member with their register of interest form and all were asked to complete and return them by 31 July 2016.

Governors

**11 Review of meeting**

There were no comments concerning the meeting. Any views can be passed to the Clerk.

**Date of next meeting**

Thursday 15 December 2016 at 2.00pm. Room TG1.16

Meeting ended at 5.20pm.