

## CALLYWITH COLLEGE TRUST

### Minutes of a meeting of the Board of Trustees of the Callywith College Trust held on 3 July 2018 at Callywith College

**Trustees Present:** Mr J Burnett, Mr M Davis, Mrs S Dickinson, Dr C Gray, Mrs D Tarrant, Mr C Twigg, Mr P Waller, Mr D Walrond (Chair) and Mr M Wardle (Principal)

**In Attendance:** Dr J Grey (Assistant Principal), Mrs R Loom (Business Manager), Ms L Maggs (Assistant Principal) and Mrs A Winter (Clerk to the Board)

**Apologies:** Mr P Reed and Mr P Ugalde

Item	Discussion/Decision	Action
<b>18/15</b>	<p><b>Presentation: Your Future Week</b></p> <p>The Assistant Principals explained the ‘Your Future Week’ held in late June providing a programme of work-related activities, three days of work experience, careers advice, information about higher education opportunities, student funding and the UCAS application process. All students had taken part in the activities.</p> <p>During a wide ranging discussion, Trustees asked about the planning, delivery and future development of the programme. The Board discussed various matters, including:</p> <ul style="list-style-type: none"> <li>• securing the large number of work placements needed for around 200 students was challenging but had enabled the College to establish contacts and develop relationships with local employers</li> <li>• the programme would be scaled up for larger numbers of students next year with detailed planning, building on the experience gained this year and earlier contact with employers</li> <li>• in future, employers would be provided with a clearer explanation of the aims of the programme and support would be sought from the Chamber of Commerce and other organisations</li> <li>• one-to-one advice and guidance was provided for university applicants with particular emphasis on the personal statement and interview preparation</li> <li>• specific help was provided to prospective medicine/dentistry/veterinary science candidates and Oxbridge applicants through the Academic Academy, mock interviews and other support</li> <li>• the activities supported the development of resilience in students with an emphasis on encouraging students to take up opportunities and widen their experiences</li> <li>• student evaluation to assess the impact of the programme would be undertaken in the autumn and help to inform future planning.</li> </ul> <p>Trustees were impressed with the ‘Your Future Week’ and commended staff on the success of the programme.</p>	

<b>18/16</b>	<p><b>Declarations of Interest</b></p> <p>Trustees were reminded of the requirement to declare any potential conflicts of interest and were asked to update the Register of Interests. No new interests were declared.</p>	
<b>18/17</b>	<p><b>Minutes</b></p> <p>The minutes of the meeting held on 27 March 2018 were <b>APPROVED</b> and signed as a correct record.</p>	
<b>18/19</b>	<p><b>Matters Arising</b></p> <p><b>19.01 Area Review of Post-16 Provision (Minute 18/04.02)</b></p> <p>This confidential item is separately minuted.</p> <p><b>19.02 Local Enterprise Partnership (Minutes 18/05)</b></p> <p>The Chair reported that Mr Glenn Caplin had been appointed as Chief Executive of the Cornwall and Isles of Scilly LEP and Service Director (Economic Development and Enterprise) for Cornwall Council from July 2018.</p> <p><b>19.03 Transport Policy for 2018/19 (Minute 18/10)</b></p> <p>Trustees noted that the bus routes and timetables had been published and included improvements on journey times for many learners. Some new pick up points had been incorporated into the routes, including Holsworthy and Polzeath. The improvements had been well received by students and applicants.</p> <p><b>19.04 TLSE Committee (Minute 18/12.01)</b></p> <p>In response to questions, the Principal indicated that he had started a discussion with Cornwall Council about increasing the Planned Admission Number (PAN) and the Council was checking the process.</p>	
<b>18/20</b>	<p><b>Chair's Business</b></p> <p>The Chair reported on the following:</p> <ul style="list-style-type: none"> <li>• Special Educational Needs and Disabilities (SEND) – Debra Tarrant had agreed to become the Lead Trustee for SEND and would be liaising with the College's SEND Co-ordinator to help ensure relevant matters were brought to the attention of Trustees and the Board fulfilled its statutory responsibilities.</li> <li>• Cornwall Teaching Awards – members of staff had recently been recognised in the 2018 awards (Sammie Swabey: Education Support Worker of the Year and Claire-Marie Nevill: nominated for FE Lecturer of the Year)</li> <li>• Michelmores Property Awards – Callywith College had been voted winner of the Education Project of the Year for 2018.</li> </ul>	
<b>18/21</b>	<p><b>Principal's Report</b></p> <p>The Principal provided an update and the following matters were discussed:</p> <ul style="list-style-type: none"> <li>• Funding 2018/19 – following an appeal to the ESFA, the funding allocation had been increased from 662 to 730 learners but the revised figure was still likely to be below the actual enrolments.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Admissions - 650 applications had been received (compared to 390 at the same stage last year) and the budget for 2018/19 had been set on the basis of 800 students (including those progressing from Year 1 to Year 2). Predicting enrolments was difficult as many candidates made multiple applications and as a new college there was limited data about take up rates.</li> <li>• Staffing – 27 new (full and part time) teaching appointments had been made. Recruitment in some subject areas was more challenging and a number of posts needed to be re-advertised. The national teacher shortage and local factors such as house prices added to difficulties. Recruitment for a range of support staff posts was underway. The College would be fully staffed for September although the whole operation would continue to remain very lean. Thorough induction arrangements would focus on blending new and existing staff with pre-visits, regular weekly briefings, pro-active line management and mentoring.</li> <li>• Marketing – the 2019 entry prospectus was being finalised for printing and a schedule of visits and other events had been planned for the autumn term.</li> <li>• Premises – four classroom conversions would be completed over the summer to provide additional workshop, darkroom and science spaces in preparation for the 2018/19 intake.</li> <li>• DfE Education Advisor – the Advisor’s visit on 29 June had been positive and ongoing monitoring of College data would be followed up by a further visit in November 2018.</li> <li>• GDPR – a suite of policies had been implemented to ensure compliance with new data protection regulations.</li> </ul> <p>In response to questions, the Principal confirmed that funding for recruitment above the 730 allocation would be paid by the ESFA in February 2019. In the meantime, this would create challenging cash flow issues. Demand from learners suggested that Health and Social Care was a potential area for future growth and additional staffing.</p>	<p>Privacy Notice to be circulated to trustees with minutes</p>
<p><b>18/22</b></p>	<p><b>Quarterly Review of Financial Position</b></p> <p>The Board received the Quarterly Review of the College’s Financial Position for the period ending on 31 May 2018 and noted that the majority of income was in line with the revised budget projections. There had been a small increase in lettings revenue and grant funding from Next Steps South West. However, a number of areas of expenditure were higher than expected including utilities, premises, examination expenses and marketing.</p> <p>Trustees <b>NOTED</b> that overall, the end of year projected position had deteriorated slightly and a close to breakeven position was expected, supported by the brought forward reserves from the unspent pre-opening grant. Running a partially occupied campus during the first year of operation had been expensive and costs would reduce next year as buildings and facilities became fully utilised.</p>	

18/23	<p><b>Proposed Budget and Staff Pay for 2018/19</b></p> <p>Trustees received the proposed budget which had already been scrutinised in detail by the Finance, Employment and Audit (FEA) Committee. The budget was based on 800 learners and the rationale for this was explained. Expenditure had been forecast in the light of actual first year running costs and incorporated costs for the expanded workforce and central services needed next year.</p> <p>The budget for 2018/19 would continue to be extremely tight and following consideration, the FEA Committee had reluctantly concluded that a pay increase for 2018/19 was not affordable. Trustees noted that most staff would move up the incremental scale and that it was possible for individuals to apply for a banding review, if duties and responsibilities had grown significantly.</p> <p>Trustees requested that thanks were conveyed to all staff on the very successful first year and emphasised that the lack of pay award was no reflection of performance but was essential to securing the financial stability of Callywith College.</p> <p>Following consideration the Board <b>APPROVED</b> the proposed budget for 2018/19.</p>	MW to convey thanks to staff
18/24	<p><b>3 Year Financial Plan 2018/19 – 2020/21</b></p> <p>Trustees noted the requirement to provide budget forecasts to the ESFA by 30 July 2018. The forecasts had already been reviewed by the FEA Committee and adjustments made to reflect stepped growth in enrolments during the coming 3 years with full capacity (1280) reached in 2020/21.</p> <p>Following consideration, the Board <b>APPROVED</b> the 3 year forecasts.</p>	
18/25	<p><b>Risk Management Report 2017/8 and Risk Management &amp; Business Continuity Plan for 2018/19</b></p> <p>Trustees considered the Annual Report for 2017/18 and Risk Management &amp; Business Continuity Plan for 2018/19.</p> <p>The Board was pleased to note that risk management controls had proved effective during 2017/18 and it had been a successful year with positive outcomes in relation to the potential risks identified.</p> <p>The Board discussed the most significant risks for 2018/19 and the planned action to mitigate the risks as detailed within the Risk Registers and Sensitivity Analysis/Contingency Plan.</p> <p>Trustees were satisfied with the actions put in place and <b>APPROVED</b> the Annual Report for 2017/18 and Risk Management &amp; Business Continuity Plan for 2018/19.</p>	
18/26	<p><b>Review of A Level Delivery for 2019/20</b></p> <p>The Board considered a proposed move away from the existing policy that all learners would enrol on 4 AS Levels in their first year of study. Trustees noted that from September 2018 all A Levels would be linear with AS marks no longer contributing to A Level grades.</p> <p>The advantages and disadvantages of the current approach were debated and trustees noted that:</p>	

	<ul style="list-style-type: none"> <li>• many students were already dropping an AS (for a variety of reasons, including a need to study a GCSE alongside their A Level programme) – this also reduced the AS success rates</li> <li>• most university entry offers were dependent on the achievement of grades in 3 A Level subjects</li> <li>• Truro and Penwith College would be following a 3 subject model from September 2019 and this had become the sector norm</li> <li>• there was currently some over delivery as students could achieve their 540 hours (a funding requirement) through timetabled lessons – savings could be achieved by reducing to 3 subjects</li> <li>• it would be possible to offer 4 subjects, where appropriate (eg. to high achieving students with a specific reason for following this route)</li> <li>• effective advice and guidance at an early stage was crucial to ensure students were enrolled on the correct programme</li> <li>• the policy change would need to be carefully communicated</li> <li>• re-organising learning hours, addressing staffing implications and other complex logistical issues would take time.</li> </ul> <p>Trustees asked about the implications for individual timetables and noted that additional workshop sessions, directed study and the Extended Project Qualification (EPQ) would ensure students were fully occupied and that the required teaching hours were delivered.</p> <p>The Board accepted the rationale and unanimously <b>SUPPORTED</b> the proposed changes to the A Level curriculum policy from September 2019.</p>	
<b>18/27</b>	<p><b>Estates Strategy</b></p> <p>The Principal provided an update on the ongoing cleaning and maintenance works as well as the final snagging process by the building contractors. Premises and facilities would continue to be reviewed and developed to meet the curriculum offer.</p>	
<b>18/28</b>	<p><b>Reports and Recommendation from Sub-Committees</b></p> <p><b>28.01 Teaching Learning and Student Experience Committee</b></p> <p>The Board received the minutes of the Teaching, Learning and Student Experience (TLSE) Committee held on 21 May 2018. Trustees noted the various issues considered, in particular:</p> <ul style="list-style-type: none"> <li>• the outcome of lesson observations and student reviews had been very positive</li> <li>• the student retention rates were well above local and national benchmarks</li> <li>• the student presentations for the EPQ had been excellent</li> <li>• the annual safeguarding self-assessment return had been completed and submitted to the Local Safeguarding Board by the 30 June deadline – feedback had not yet been received</li> <li>• the key actions arising from the annual self-assessment included implementation of a suggestion box system, development of a policy on gang culture and further CPoms training (database for managing and tracking child protection, safeguarding, SEND and related issues).</li> </ul>	

	<p><b>28.02 Finance, Employment and Audit Committee</b></p> <p>The Board received the minutes of the Finance, Employment and Audit (FEA) Committee held on 19 June 2018. Trustees noted the various issues considered, in particular:</p> <ul style="list-style-type: none"> <li>• the revisions to the Financial Procedures Manual and the new Academies Financial Handbook for 2018</li> <li>• the Internal Auditor's review and conclusion that sound financial management and control arrangements were in place</li> <li>• approval of Data Protection, Data Consent and Staff Pay Policies.</li> </ul>	
18/29	<p><b>Confidential Report on Complaints/Compliments for 2017/18</b></p> <p>The Board reviewed the various complaints and concerns raised during the year as well as compliments and expression of thanks provided by students, parents and others.</p> <p>The Principal explained the approach to complaints and the aim to respond quickly and have an informal dialogue with relevant individuals in order to resolve issues. Senior staff made an effort to be approachable and responsive to students. All issues were monitored to detect any emerging trends or underlying problems.</p> <p>The Board was satisfied that overall there had been very few complaints, issues had been appropriately addressed and no problems had been escalated to a formal process. Trustees were also pleased to read the various compliments and thanks received.</p>	
18/30	<p><b>Governance Matters</b></p> <p><b>30.01 Election of Chair and Vice-Chair</b></p> <p>David Walrond and Jonathan Burnett were duly nominated and <b>RE-ELECTED</b> as Chair and Vice-Chair, respectively.</p> <p><b>30.02 Cycle of Annual Business for 2018/19</b></p> <p>The Board considered and <b>APPROVED</b> the proposed cycle of business for 2018/19.</p> <p><b>30.03 Automatic Disqualification</b></p> <p>The Clerk reported that new charity legislation was being introduced from 1 August 2018 which would extend the reasons for the automatic disqualification of charity trustees and senior executives of charities. All trustees were required to sign a new declaration form to confirm continued eligibility.</p>	ALL to note
18/31	<p><b>Any Other Business</b></p> <p><b>31.01 Survey Measuring Students' Attitudes</b></p> <p>The Principal reported that a survey measuring students' attitudes would be conducted in July, as recommended by the DfE Education Advisor. It was hoped the survey would help to identify barriers to learning and inform the teaching strategies and support provided.</p>	
18/32	<p><b>Date of Next Meeting</b></p> <p>The Board would meet at 9.30 – 12.00noon on Tues 2 October 2018 and followed by a Board Strategy session from 1.00-3.00pm.</p>	ALL to note