

Minutes



Meeting	Corporation
Date	05 February 2018
Time	5:00pm
Venue	B.009, Haybridge Rd

Corporation members present	In attendance	Apologies
Gail Bleasby (Vice Chair) Kerry Boffey Jacob Bowen (Student governor) Anna Brennand Graham Guest (Principal) Leyla Hamilton (Student governor) Paul Hinkins (Chair) Mike Murphy (Staff governor) Neil Phillips Duncan Varnes Jim Welch (Staff governor)	Martyn Hasell, Director of Finance Katherine Kynaston, TWC Stephanie Morley, Clerk to the Corporation Michael Nicol, ESFA representative Liz Pellowe, Director of Quality & Professional Development	Rosie Beswick Steve Hogan Geoff Layer Janet Stephens, Deputy Principal

CORPORATION BRIEFING

Prior to the meeting, the Principal provided Corporation members with a short briefing on the college's situation now the merger with New College Telford had officially taken place on 20 December 2017. A large focus of activity would now be on the relocation of the Sixth Form Centre at King St to the Haybridge campus to create the single site college from September 2018. Communication, with students, staff and stakeholders was key to the success of the project. Members were made aware of the recent articles in the local press involving students praising the merger and single campus and the marketing award received for the re-branding for Telford College.

No.	Item	Action
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CORPORATION BUSINESS

1. Welcome, introductions and apologies

The Chair welcomed everyone to the meeting and gave a special welcome to the student and staff governors who had joined this Corporation for the first time.

Clerk to update register

Apologies had been received from R.Beswick, S.Hogan G.Layer and J.Stephens.

2. Declarations of Interest

An interest was declared by P.Hinkins during Item 11 as Director of Business Watch Guarding, the provider of the college's security services.

Clerk to update register

3. Confidential matters

It was agreed the following items would be discussed under Confidential session:

Item	Title	Reason
15	The Construction Centre	Instrument 17.2(a) – material relating to a named person(s) employed at or proposed to be employed at the college
16	Senior post holder KPIs	Instrument 17.2(a) – material relating to a named person(s) employed at or proposed to be employed at the college

Clerk to update register

4. Minutes of last meeting

Members AGREED the minutes from the TCAT Corporation meeting held on 18 December 2017 as a true record.

Clerk to file

Matters arising

GDPR briefing – M.Murphy asked if the staff governors would need to receive this briefing. G.Guest confirmed a CPD session specifically for staff was planned for this term.

Covenant review – G.Guest reported the agreed deadline had passed and the college was contacting Barclays on a daily basis for progress updates.

All other matters arising were covered by the agenda and all actions were reported complete.

5. Corporation committee/group updates

- 5.1 Quality & Standards Committee (15 November 2017)
Audit Committee (22 November 2017)
Finance & Resources Committee (28 November 2017)

It was noted these minutes were for information as a verbal update has been provided by the Committee Chair at the previous meeting. There were no questions from governors.

Finance Focus Group (24 January 2018)

G.Bleasby provided an update on what had been discussed at the meeting on 24 January 2018. The FFG had discussed the need to finalise the Certificate of Titles as it affected the draw-down of funding from the Transaction Unit (TU). G.Guest explained this was currently in the hands of the TU's lawyers and more would be known later this week.

The FFG received an update on the sale of the Whitehouse Hotel. There were a number of outstanding leasing issues but once resolved the hotel would be placed on the market. The sale of the King St campus was progressing well and was now out in the public domain.

Governors had discussed and challenged managers around the management accounts, in particular the AEB budget – which would be discussed under Item 11.

The efficiency of the HR system implemented last year was discussed and was being reviewed in order to ensure the right system was in place for the college. The financial savings opportunities to be made across the two sites were also reported.

A proposal had been discussed from Tribal, who was used by a large number of colleges across the country to inform their curriculum planning and staff utilisation through the production of benchmarking reports. The quoted cost to implement this at the college was £21,000 (including VAT). After being shown examples of the reports produced, FFG members had subsequently agreed to purchase this service from Tribal. G.Guest explained the system would be an important tool for identifying whether the college was working efficiently across its departments by comparing costs and performance information and would prove critical for future strategic decision making.

M.Nicol asked how soon the benchmarking reports would be available. G.Guest explained this was being progressed quickly. Tribal had already come into college to begin to implement the system and it was anticipated the first report would be produced around Easter time.

Governors asked where the comparisons on the system came from. It was explained the comparisons came from other general FE colleges also using the system, around 80 across the country. The comparisons provided will be an average for similar sized colleges and a national average. G.Guest reported he had asked Tribal to include last year's data in order to be able to track progress and evidence impact.

Governors asked whether the reports produced by the system would be scrutinised by external stakeholders. It was confirmed the reports would be for internal use and it was for the college to decide what measures would be included.

The Chair stated he had been impressed with the proposal and the reports the system could produce. Governors welcomed the introduction of the new benchmarking system and looked forward to seeing the reports.

5.2 Committee membership

The Clerk referred to the proposed committee membership, which required formal approval now the new Corporation was in place.

Members formally AGREED the agreed the committee membership for 2017/18 as:

Audit Committee – R.Beswick, K.Boffey, A.Brennand, S.Hogan and D.Varnes

Remuneration Committee – G.Bleasby, K.Boffey, P.Hinkins and G.Layer

Search Committee – G.Bleasby, A.Brennand, P.Hinkins, G.Layer and Vacancy

Finance Focus Group – G.Bleasby, G.Guest, P.Hinkins and N.Phillips

5.3 Kickstart

The Clerk referred to the proposed Corporation members to serve as members of the Kickstart Academy/TCAT Multi-Academy Trust, which required formal approval now the new Corporation was in place.

Members formally AGREED the following Corporation members would serve as members of Kickstart – R.Beswick, S.Hogan and N.Phillips.

5.4 Audit Committee Chair

Following the formal approval of the Corporation's committee membership (Item 5.2), the Chair explained there was a need to elect a Chair of the Audit Committee. A.Brennand put herself forward for the position and was unanimously voted by Corporation members. It was therefore formally AGREED A.Brennand would serve as the Chair of the Corporation's Audit Committee.

LEADERSHIP & GOVERNANCE

6. **Management report**

G.Guest presented the management report, previously known as the Principal's report. Members were referred to the report and the following was highlighted:

- G.Guest had visited local schools to foster links and rebuild relationships. He was pleased to report he had been well received and was developing more robust partnerships
- The latest open evening had been a success, with positive feedback received,

- including feedback from headteachers that their students had really enjoyed their visit. The important role played by the student ambassadors was noted. Governors reported they had received unsolicited positive feedback about the quality of the open evenings. It was believed vocational applications were higher than at the same time last year; however academic applications were not yet at the same level as King St provision applications were lower than anticipated. G.Guest reported he believed this was due to prospective students applying at Haybridge rather than King St and that ultimately this would balance out
- A CPD event for staff members from both campuses had taken place on 02 January 2018. The activities undertaken by the groups during the event generated the following themes staff would work collectively together on:
 - o Reputation
 - o Aspirational standards
 - o College culture
 - o Transport links
 - o Structure for links with employers
 - o Communication strategy – internal and external
 - o Reinforcing positivity
 - o Clear IAG
 - o CPD strategy
 - The main outstanding task from the TU application was the production of a curriculum plan. An SLT away day had focused on sixth form provision and also foundation provision and making it fit for purpose. It was noted the Corporation would need to consider and agree the strategic direction of the college in terms of its curriculum at its meeting in March 2018. Governors noted the need to strike the balance between providing viable and attractive provision. G.Guest highlighted the need to look at progression routes to HE and the data currently being gathered would help to address both this and the issue of viability vs attractiveness. Governors recognised the data being collected would be historical and therefore would not necessarily help with making decisions around growth and/or future community need
 - The outcome letter from the FE Commissioner’s team stock-take visit in November 2017 was still awaited. Monthly case conferences with colleagues from the ESFA, TU and FE Commissioner’s team continued. A ‘support and challenge’ visit by Ofsted was taking place on 06 February 2018 and would be focused at the King St campus
 - The Deputy Principal had agreed to chair a working group of the Telford & Wrekin local strategic partnership focused on Brookside, one of the most deprived neighbourhoods in the borough
 - Student Voice: the two student councils from across the campuses were being brought together on a regular basis to begin the integration of the two student bodies and help with communication and feedback around the sixth form relocation

The student governors were asked for feedback on how the two student bodies had been brought together and their thoughts on the planning for the sixth form relocation. Feedback was mixed – Haybridge students were looking forward to the relocation and welcoming the new students to the campus; whereas King St students were apprehensive and in some cases unaware of the relocation. The student governors were thanked for their feedback and the need to raise awareness and address the communication issue at King St was acknowledged.

7. Link governor programme

The Clerk introduced her report and explained the merger and the new Corporation presented the opportunity to review and revitalise the link governor programme, which had been previously in place at TCAT. The purpose of the programme was two-fold – to

improve governors' understanding and awareness of the college and to raise the profile and knowledge of the role of the governing body.

The Clerk noted she would revise the wording of the report, as the use of the term 'learning walk' could be confused with those undertaken as part of the quality assessment framework and it was not the intention for governors to assess the quality of teaching.

Governors welcomed the reintroduction of the programme and AGREED the proposed link areas/link governors as the following:

Link area	Link governor
Quality and CPD	Kerry Boffey (until vacancy filled)
Sport, Public Services, Travel & Tourism, Beauty & Health and Early Years & Childcare	Anna Brennand
Automotive, Construction and Engineering	Duncan Varnes
Digital Technology, Computing, Creative Studies and Business Management	Steve Hogan
Maths, English, Foundation, Hair and The Willow Tree	Kerry Boffey
Sixth Form and HE	Geoff Layer
Services to Students, Marketing & Admissions	Rosie Beswick
Employer Engagement and Apprenticeships	Paul Hinkins
Finance	Neil Phillips
HR, Estates, IT and Data & Performance	Gail Bleasy

The Clerk thanked governors for their input and stated she would begin to coordinate the first round of visits later this month.

THE STUDENT EXPERIENCE

8. Teaching and learning (REPORT TABLED)

8.1 Learning, teaching and assessment

L.Pellowe circulated and presented an update report for teaching and learning across the college. She reported the new collaborative and supportive approach to identifying training and development for teaching staff had been well received and was giving the college a good picture of staff strengths and weaknesses and how staff members could learn from one another.

A Learning Coach would be joining the Quality Team at Easter, which meant the new framework would be implemented at a faster pace due to this dedicated support. The team, which prior to the recent restructure had been more operational, had a more holistic approach and supported curriculum areas through the production of student-centred reports.

L.Pellowe provided the following reports on areas of concern which were under regular review by the Quality team:

Computing & Digital – this area had been under-performing and had been without a dedicated Learner Manager. Improvement had been made but to ensure further quality improvements were seen an experienced Learner Manager had recently taken responsibility for this area.

Health & Early Years – work was underway to ensure there was robust support and intervention in place for this area. Attendance was not on target and there were some concerns around student behaviour.

Beauty – attendance for both vocational and M&E classes were below target and there were some concerns around student behaviour. Specific actions had been identified in order to raise attendance to the target level of 90%.

Construction – attendance for M&E classes were below target. Specific actions had been identified in order to raise attendance to the target level of 90%. It was noted the unexpected growth in student numbers had resulted in timetable changes, which had impacted on attendance.

Courses noted as strong and improving were Public Services and Business, where attendance and student ethos was good.

An external review of teaching and learning at the King St campus had been undertaken to assist in understanding the development needs of staff. The review had included learning walks with all staff and examples of exemplary teaching had been seen. A report had been produced and would be used to identify the next steps.

The next cycle of quality support meetings (QSMs) was now underway – the Director and Learning Manager for each curriculum area have an intensive meeting with the Principal and L.Pellowe looking at students/courses at risk, following progress on previously agreed actions and considering issues holistically rather than in isolation.

Ofsted support and challenge visit 06 February 2018 – this visit would focus on provision at King St. Governors asked whether the learning identified across the two campuses had been shared with one another. L.Pellowe stated this had not yet been done but would be part of the next stage of the implementation of the new framework.

8.2 Attendance, punctuality and retention

L.Pellowe referred to her report. She informed the Corporation there were areas/courses experiencing good attendance, which were celebrated, and courses where interventions were being put in place. Accountability and ownership for attendance had been confused in the past so this had been clarified.

For retention, there were many areas that had performed well; however there were some identified as needing intervention. Curriculum areas identified as a concern were Beauty (see Item 8.1) and Access, which was a result of legacy learners. It was noted the focus needed to be on those students currently at risk of not attending, rather than those who had already withdrawn, to ensure appropriate action could be taken to prevent further withdrawals.

The Chair thanked L.Pellowe for her report and expressed governors' gratitude for the open and honest account of teaching and learning in the college. He welcomed the evidence-based report, with examples of both strengths and weaknesses and the action to be taken.

9. **Kickstart update**

The Clerk reported the annual accounts for 2016/17 had been approved by the Kickstart governing body at its meeting on 31 January 2018 and M.Hasell confirmed they had been submitted to the ESFA as per the financial regulations. At that same meeting, the governing body had agreed to return to the original arrangement of the Principal of the college acting as the Accounting Officer for the Kickstart Academy/TCAT Multi-Academy Trust.

G.Guest informed the Corporation of the activity underway to integrate Kickstart into the wider college, both in terms of policies/procedures and culture and reiterated the need, as part of the strategic discussion at the next meeting, to consider how Kickstart fits with the wider college strategy.

10. Exception reports

G.Guest reported there were no safeguarding incidents or complaints to be referred to the Corporation.

G.Bleasby left at this point in the meeting.

FINANCIAL HEALTH

11. Management accounts (to December 2017)

11.1 TCAT

M.Hasell presented the draft management accounts for up to 31 December 2017. He noted these were the last set of accounts for TCAT and future accounts presented would be for the merged college.

M.Hasell reported the income for the year to date was approximately £1m below target. This had been recovered in part by lower than anticipated pay and non-pay costs; however there was still significant variance.

The following concerns were highlighted:

Forecast outturn (Amber) – due to lower than planned enrolment figures, the AEB target was at risk. In addition, the premises and personnel costs had been flagged as a concern therefore it had been considered prudent to highlight the forecast outturn as amber.

Adult Education Budget (Red) – this budget was at risk due to low enrolment figures and continued to be a high risk. This budget therefore remained under strict review and a robust action plan was in production. The majority of the shortfall came from sector-based work academies, initially due to the Job Centre Plus having to prioritise the introduction of Universal Credit, and had been exacerbated by low levels of unemployment locally and course cancellations due to bad weather.

Apprenticeship budget (Amber) – income was currently significantly adverse to budget and work was underway to understand and recover the shortfall before the year end.

Premises (Amber) – contract reviews were currently underway to identify potential savings.

Payroll (Amber) – the payroll budget would be difficult to achieve in 2017/18.

Cash (Amber) – this had been flagged as a concern as the college was currently unable to access the full amount of support from the TU, due to the Certificate of Titles not yet being finalised.

Governors raised their concern about the robustness of the business planning process undertaken last year. Governors were also keen to ensure the savings reviews did not have an adverse effect on provision and quality. M.Murphy explained he was leading this review and assured the Corporation the purpose of the review was to ensure best value for money and not necessarily secure the cheapest deal. G.Guest explained there had been a culture of contracts being automatically continued and not being re-negotiated. This had been addressed and was not how contracts were now managed by

the college.

11.2 NCT

M.Hasell explained the accounts had been prepared to the date of merger – 20 December 2017 – and would be the last report for NCT as a standalone entity. He reported there was an operating loss, after exceptional items, of £143,000, with the main reason being the shortfall in apprenticeship income. As with the TCAT accounts, cash had been highlighted as an amber risk based on the inability to access the full amount of support from the TU.

Pay costs – it was noted NCT staff members would shortly be receiving a pay award, back-dated to September 2017, which would increase pay costs going forward.

11.3 Combined cash flow forecast

M.Hasell reported this combined cash flow included the positive bank balance which had been transferred over from NCT on merger; NCT receipts and payments; and also the draw-down of support from the TU throughout the year. He stated the forecast showed a cash position of approximately £935,000 - very similar to the figure calculated for the CFADs model.

Governors asked about the claw-back referred to in the report. It was explained this was an expected annual claw-back - the purpose was to re-base the budget and was budgeted for.

PHYSICAL RESOURCES

12. Update

G.Guest informed Corporation members of the recruitment process for the Sixth Form relocation Project Manager post, which had taken place the previous week. An offer had been made and it was hoped the successful candidate would be joining the college shortly. All other aspects had been covered by the agenda and there was nothing further to report.

FINAL BUSINESS

13. Reflection/self-assessment

The Chair explained this was a new standing item that had been introduced to provide an opportunity for Corporation members to reflect on how effective the meeting (and pre-meeting administration) had been and what could be improved. The following was discussed:

- Page numbers – the Clerk informed members she had resolved the issue of page numbers for the whole PDF document and they would be added in future *Clerk to action*
- Student feedback – M.Murphy offered to support the new student governors and act as a link between them and the governing body. The Clerk reported she would be including a regular report from the student governors on future agendas *M.Murphy to action*
- Timed agendas – governors asked for the agenda to include indicative timings for each item *Clerk to action*
- Link governor programme – the Clerk reported she would be including reports from governors on link activities on Corporation agendas *Clerk to action*

14. Any other business

There was no further business.

Due to the agreement by the Corporation both Items 15 and 16 would be considered in Confidential session, staff members and students left at this point in the meeting.

****CONFIDENTIAL SESSION****

15. The Construction Centre

G.Guest provided a report to governors on a recent incident which had occurred within the Construction Centre. Governors were informed of the immediate action taken and the further action planned over summer to remodel the Centre. Governors thanked the Principal for his report.

16. Senior post holder KPIs (DOCUMENTS TABLED)

The Chair presented a draft set of key performance indicators (KPIs) for the Principal, Deputy Principal and Vice Principal, which had been developed in conjunction with the post holders. The KPIs were a collection of the key tasks and actions from the TU's funding terms and conditions, as well as other critical success factors already agreed by the college.

The Chair took the opportunity to acknowledge the contribution of the Principal and Deputy Principal in the short time they had been with the college and thanked them for the college's recent achievements, including the merger with NCT, the successful TU Restructuring Facility application and the removal from Ofsted 'inadequate' status.

Governors provided a number of suggestions for rationalising and improving the format of the document. It was agreed these amendments would be made for the final draft to be presented for formal approval at the Corporation's next meeting.

Clerk to make amendments and add to next meeting's agenda

Time meeting ended: 7:30pm