

Minutes - approved



Meeting	Corporation
Date	17 July 2018
Time	5:00pm
Venue	E2.01 Haybridge campus

Corporation members present (specific attendance indicated in brackets)	In attendance (specific attendance indicated in brackets)	Apologies
Rosie Beswick Gail Bleasby (from 5.2) Graham Guest (Principal) Paul Hinkins (Chair) Mike Murphy Neil Phillips Jim Welch	Martyn Hasell, Director of Finance (11-13 & 23) Alan Lewis, Project Manager (14) Stephanie Morley, Clerk to the Corporation Michael Nicol, ESFA representative (from 5.2) Liz Pellowe, Director of Quality & Professional Development Janet Stephens, Deputy Principal	Kerry Boffey Jacob Bowen Anna Brennand Steve Hogan Katherine Kynaston (TWC) Geoff Layer Roger Powell

No.	Item	Action						
CORPORATION BUSINESS								
1.	Welcome, introductions and apologies							
	The Chair welcomed everyone to the meeting. Apologies had been received from the following Corporation members - K.Boffey, J.Bowen, A.Brennand, S.Hogan and G.Layer.	<i>Clerk to update register</i>						
2.	Declarations of Interest							
	The Clerk reported no declarations had been received in advance and none were made during the meeting. The following standing declarations were noted: - P.Hinkins due to reference to security services (Item 11 & 23)	<i>Clerk to update register</i>						
3.	Confidential matters							
	It was agreed there was a need to hold the following item in Confidential session for the given reason:							
	<table border="1"> <thead> <tr> <th>Item/report</th> <th>Reason</th> </tr> </thead> <tbody> <tr> <td>23 – End of year outturn projection and 2018/19 budget</td> <td>17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis</td> </tr> <tr> <td>24 – Minutes of the confidential item of the last meeting</td> <td>17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis</td> </tr> </tbody> </table>	Item/report	Reason	23 – End of year outturn projection and 2018/19 budget	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis	24 – Minutes of the confidential item of the last meeting	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis	<i>Clerk to update register</i>
Item/report	Reason							
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4.	Minutes of meeting and matters arising							
4.1	<u>Minutes of the meeting held on 04 June 2018</u> The minutes of the Corporation meeting held on 04 June 2018 were APPROVED as a true record.	<i>Clerk to file</i>						
4.2	<u>Matters arising report</u>							

	<p>The Clerk introduced the item and reported all the outstanding actions had seen progress, in particular:</p> <ul style="list-style-type: none"> - AEB income was now on track to be achieved by the year end - Breakdown of legacy and new apprenticeships data for King St had been appended to the report (error with date noted – should read July 2018) - Work was underway to review the Student Council, Learner Voice input into the Corporation, the student governor role and how best to support them 	
5.	Corporation committee/group updates	
<p>5.1</p> <p>5.2</p> <p>5.3</p>	<p><u>Audit Committee (18 June 2018)</u> R.Beswick presented the report on behalf of the Chair of the Audit Committee. At its meeting, the Committee discussed:</p> <ul style="list-style-type: none"> - The roll-out of the OpenHR system was expected September 2018, following an onerous data cleansing task - KPMG’s report on the external audit plan of the 2017/18 accounts, which would take place during the Autumn term and was an increased fee due to the consolidation following merger - Internal audit reports from RSM on GDPR, apprenticeships and governance/risk - The proposed internal audit plan for 2018/19 - The register of policies requiring approval by the Corporation <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked for clarification around the increased cost for the external audit and whether other quotes were in place for the work. J.Stephens confirmed this increase was due to the additional work required because of the merger and the following year would be lower. The Corporation requested information be provided about the net saving for a merged college in relation to audit fees.</p> <p>J.Stephens confirmed other quotes had been received for the external audit work and informed the Corporation the contract for internal audit services was due for review for 2019/20 onwards. It was agreed this would be incorporated into the work plan for the Audit Committee and the forward plan for the Corporation.</p> <p><u>Finance Focus Group (02 July 2018)</u> N.Phillips presented the report on behalf of the Finance Focus Group (FFG). A.Lewis provided a more detailed update on the college relocation/remodelling project and the vacation of King St was discussed. The FFG was informed the sale of the Whitehouse Hotel and West Stand was progressing well.</p> <p>The FFG had reviewed the May 2018 accounts and had noted signs of improvement – an operating surplus ahead of budget and positive cash flow. The majority of the meeting had focused on the 2018/19 budget, where it was subject to rigorous scrutiny and requests for revisions as a result of some detailed workings provided by R.Griffiths. N.Phillips reported the budget had been revised following the meeting and a further teleconference had taken place with J.Stephens/M.Hasell to talk through the changes.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Chair thanked N.Phillips. He confirmed the budget had undergone considerable scrutiny and acknowledged the work to ensure the draft budget was prepared on time.</p> <p><u>Staff governors</u></p>	<p><i>J.Stephens to provide information</i></p> <p><i>Clerk to add to forward plan</i></p>

	<p>M.Murphy reported he had been asked by the Estates team to raise the issue of pay disparity between workers involved in the relocation/remodelling project. G.Guest stated this was the first he and J.Stephens had heard of the issue and it would be addressed urgently. M.Murphy also reported the move itself was progressing well and a considerable saving had been made by self-moving where appropriate. There was a positive feeling over at the King St campus about moving over to the single site.</p> <p>J.Welch reported there was nothing specific to report; however he had picked up on a number of occasions where the Head on Duty had been called out for non-urgent issues, such as classroom management. L.Pellowe stated she had recently been made aware of this – training had been delivered in response to this and the reasons for the call out of the Head on Duty were being closely monitored.</p>	<p><i>G.Guest & J.Stephens to address</i></p>
<p>6. Governor appointment</p>		
	<p>G.Bleasby presented the report of the Search Committee, which recommended the appointment of C.Pallett as an independent governor. Following a period of advertising, three candidates were shortlisted and two were interviewed by the panel used last year – P.Hinkins, G.Bleasby, G.Guest and P.Butler (independent member).</p> <p>G.Bleasby informed the Corporation about the candidate they were recommending for appointment – a former TCAT student, local business owner and an employer using apprentices from the college. The Clerk confirmed positive references for the candidate had been received.</p> <p>The Corporation APPROVED the appointment of C.Pallett as an independent governor of Telford College with immediate effect.</p> <p>G.Bleasby reminded the Corporation of the remaining vacancy and stated the Search Committee remained firm on its commitment to strengthen the quality, teaching and learning specialism within the governing body.</p>	<p><i>Clerk to commence induction process</i></p>
<p>7. Corporation 2018/19</p>		
<p>7.1</p> <p>7.2</p>	<p><u>Meeting calendar and committee/group membership</u> The Clerk presented the report and explained the proposed membership was a continuation of the existing membership of the committees/groups.</p> <p>The Corporation APPROVED the following:</p> <ul style="list-style-type: none"> - Meeting calendar 2018/19 - Committee/group membership - Continuation of current staff governor arrangements <p><u>Schedule of business/forward plan</u> The Clerk presented the plan, which set out all the items for consideration at meetings of the Corporation and its committees/groups during 2018/19 and beyond.</p> <p>The Corporation APPROVED the forward plan.</p>	<p><i>Clerk to implement</i></p> <p><i>Clerk to implement</i></p>
<p>STUDENT EXPERIENCE</p>		
<p>8. Predicted achievement and exam attendance</p>		
<p>8.1</p>	<p><u>Predicted achievement</u></p>	

8.2	<p>L.Pellowe presented her report, which had been produced following the most recent round of achievement meetings. She explained the predictions were made using data about student performance. She highlighted the following:</p> <ul style="list-style-type: none"> - 16-18y achievement predicted at 83.4%, previously 81.1% - 19+y achievement predicted at 89.4%, previously 84.1% (strong improvement seen in adult maths and English, showing the impact of targeted intervention) - King St academic achievement predicted at 86.1%, previously 83.7% (more work to be done around grades and the value added for all areas) - King St vocational achievement predicted a slight decrease, 89.0% from 89.2% (due to the increased focus placed on academic achievement this year) - Apprenticeships saw the biggest increases in predicted achievement <ul style="list-style-type: none"> o Timely predicted at 68.9%, previously 21.5% o Overall predicted at 74.2%, previously 16.0% <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked how lessons from the significant increases in achievement for apprenticeships could be applied to other areas of the college and whether it linked to VERA. L.Pellowe explained the achievement levels were at a much lower base to start with and also there is a much greater confidence in the data used now to monitor in-year and make these achievement assessments. She stated for apprenticeships VERA was currently not used.</p> <p>The Corporation asked whether the achievement grades were published on the ROATP. M.Nicol confirmed data was incorporated into the register but would check to confirm exactly what was published.</p> <p>The Corporation noted how this had been a good year for apprenticeships and it was critical to work on the lag from King St. L.Pellowe emphasised the importance of moving towards a model focused on student capability and a better understanding of starting points in order to evidence value added.</p> <p><u>GCSE exam attendance</u></p> <p>L.Pellowe presented her report. Following unsatisfactory mock exam attendance work took place to unpick the reasons for this and put interventions in place for the summer exams. She explained the overall attendance last year had been 93.0%; therefore the figures of 97.0% and 96.0% for maths and English respectively demonstrated good improvement. She also brought to the Corporation’s attention how attendance had maintained across the exams, as typically a reduction would be seen.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked for the reasons for non-attendance at the mock exams. L.Pellowe reported students had stated they ‘didn’t realise’, despite the activity beforehand informing students about and preparing them for the exam.</p> <p>G.Guest informed the Corporation this year’s rates were good for the sector and the Chair acknowledged how the staff had inspired and boosted students’ confidence.</p>	M.Nicol to confirm
9.	Learning, teaching and assessment (LTA) update	
	L.Pellowe presented the report, which was a summary of the LTA work taken place since the last report.	

	<p>Following feedback obtained during the Ofsted monitoring visits, the learning walk process had been refined - providing more rigour and better quality feedback for participants. Planning had arisen as a key theme from the recent round of learning walks. In response to this the week commencing 09 July 2018 was 'planning and preparation week'. A variety of planning-related CPD activities were delivered and a number of external colleagues visited the college to provide independent support, including Pivotal behaviour management trainers. Work was underway to ensure all the basics were in place ready for September and, once the academic year had begun, improvements for the following half-term would be assessed and planned for.</p>	
10.	Exception reports	
	<p>G.Guest reported there were no issues to bring to the Corporation's attention. The Clerk confirmed she and the Principal had discussed this and a more systematic approach to this item would be implemented for 2018/19.</p>	
FINANCIAL HEALTH		
11.	Management accounts to May 2018	
	<p>M.Hasell presented the management accounts for the period ending 31 May 2018. He informed the Corporation the accounts for June 2018 were currently being prepared.</p> <p>M.Hasell reported the AEB income had performed well this month and had been £40k more than budget; personnel costs had also been favourable. He stated the year-end forecast had been revised, however, and was projecting a £128k shortfall due to a further reduction in anticipated apprenticeships income.</p> <p>Key changes this month were as follows:</p> <ul style="list-style-type: none"> - Premises costs had improved and risk rating reduced to green - The risk rating for cash had been increased to amber due to some monies being withheld by the TU pending further information (this had been resolved since the production of the report) <p>In summary, the income target had been missed by approximately £20k, resulting in a full year income variance of just over £1m.</p> <p>10 month I&E</p> <ul style="list-style-type: none"> - The income forecast had been revised due to previous forecasts being too optimistic - Other income changes, including additional AEB income, had been reflected - The overall result was a £128k shortfall in income 	
12.	Financial regulations – review	
	<p>M.Hasell presented the review of the Financial Regulations. The document had been reviewed due to governance and personnel changes. Many changes were semantic; however some were more substantial, relating to the replacement of the Finance & Resources Committee by the Finance Focus Group.</p> <p>He informed the Corporation the document now included a Modern Slavery & Human Trafficking Statement as an appendix. The reviewed document had been considered by both the Audit Committee and the Finance Focus Group.</p> <p>CORPORATION QUESTIONS/COMMENTS</p>	

	<p>The Corporation asked for clarification around the statement in the document about the presentation of a 3yr financial forecast. M.Hasell confirmed this was a 2yr forecast model plus a forecast outturn for the year (=3yr) and agreed to reflect this in the document.</p> <p>The Corporation APPROVED the reviewed Financial Regulations (July 2018), subject to the above amendment being made to all relevant parts of the document.</p>	<i>M.Hasell to action</i>
13.	Tuition Fees Policy	
	<p>M.Hasell presented the policy, which had been reviewed as per the annual requirement and reflected recent guidance.</p> <p>The Corporation APPROVED the review of the Tuition Fee Policy.</p>	
PHYSICAL RESOURCES		
14.	King St relocation – project update	
	<p>A.Lewis reported the project was progressing well – the top floor of the Walker building would be fitted out with VR/AR equipment the following week, which was taking place ahead of schedule. Both the music studio and Construction Centre improvements were progressing to schedule.</p> <p>Internal moves had begun, with the bulk taking place over the next few weeks. The move of King St employees over to Haybridge was ahead of schedule.</p> <p><u>Key risks</u></p> <ul style="list-style-type: none"> - Timescales, now closer to a green risk due to developments since the production of the report - Timetabling, now closer to an amber risk as issues had not come to fruition - Budget, now much closer to a green risk - The music room, now closer to a green risk as additional expenses were covered by contingency <p><u>Budget</u></p> <ul style="list-style-type: none"> - £2m of the £2.25m budget was committed, with approx. £112k spent to date - Some income had been generated through the sale of equipment at King St <p>The Chair thanked A.Lewis for his report. There were no questions from the Corporation.</p>	
15.	Staff sickness	
	<p>H.Wheeler-Jones presented the report, which had been requested following staff sickness being raised as a concern. She reported sickness had actually reduced 4% across both sites over the reporting period, to 5%, which was expected from a seasonal perspective. This was greater than the national and regional averages of 3.0% and 2.7% respectively (the error for the regional figure in the report was noted) and it was reported the West Midlands had the second lowest figure in the country.</p> <p>The following was highlighted:</p> <ul style="list-style-type: none"> - By location, increases were generally due to long-term absences - By reason, this was generally in-line with national data <p>H.Wheeler-Jones reported there was a need to identify whether the absences due to anxiety were linked to seasonal workload/changes and take appropriate action. She</p>	

	<p>also reported a trend had been identified between staff members involved in the capability process and absence. In response to this, work would take place to change perceptions about capability and emphasise the support available. It was also noted how this could also have the opposite effect – where anxiety leads to over-working.</p> <p>In terms of long-term absence, the report set out the process for managing absence and the support provided to staff members. The HR team works with the staff members to find the most appropriate resolution. During the reporting period there had been twelve cases of long-term absence – three staff members had returned to work and three had left the employment of the college.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked how the impact of staff absence on students was managed. G.Guest explained this was a challenge, especially ad-hoc/unexpected absence. Historically the response had been to immediately secure agency cover but this had not been a sustainable solution for the college. More work was required regarding general staff wellbeing and supporting employees through what has been and continues to be a period of considerable change.</p> <p>The Corporation asked whether staff members had access to a support line. H.Wheeler-Jones confirmed there was - a national service with specialised call-back support and access to local counsellors. A new employee wellbeing policy was being drawn up and the college was working with the unions to launch the policy.</p> <p>The Corporation asked if there was a return-to-work process for all staff members. It was confirmed there was; however it was still a new process. The Corporation stressed the need for return-to-work interviews to be undertaken and evidenced.</p> <p>The Corporation enquired if the Bradford Scale was used to measure absence. It was confirmed it was not and the figures calculated were occurrences/days across both sites.</p>	
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LEADERSHIP & GOVERNANCE		
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16.	College management report	
	<p>G.Guest presented his report and highlighted the following:</p> <ul style="list-style-type: none"> - Telford College had been shortlisted for the Shropshire Business Awards - Although the SCIF bid with Halesowen College had been unsuccessful, the two colleges were continuing their joint working and would submit a refreshed bid during the next application round - Through contacts made during senior leadership development programmes attended by the Principal and Deputy Principal, Oxford University fellows were working with the college to deliver management development activity - Good working relationships continue with the Hadley Learning Community MAT and would hopefully roll out to other MATs over the next year - The recent meeting with Barclays had gone well and the possibility of the college moving out of their 'risk' category was discussed <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if the Principal was aware of the reasons behind the reduction in applications at King St. G.Guest was unsure of the exact reason but mentioned the signposting to more appropriate vocational routes may have had an impact; this was evidenced in the increased applications at Haybridge. The real test would be the 2019/20 recruitment figures.</p>	

	<p>The Corporation welcomed the suggestion for the re-introduction of an end-of-year celebratory event for students. The Principal was supportive of the suggestion and agreed to look into introducing this for 2018/19.</p> <p>The Corporation noted the improved presence of the college on social media and the move to more professional digital marketing.</p> <p>The Chair thanked the Principal for the report and was pleased to see such a variety of information, updates and good news stories.</p>	<p><i>G.Guest to action</i></p>
<p>17.</p>	<p>Benchmarking report</p>	
	<p>M.Hasell presented the summary report of the benchmarking exercise undertaken by Tribal in May 2017. In order to produce the report, Tribal used the 2016/17 data from the separate institutions and the 2017/18 budget for the merged college. From their data set, Tribal created a peer group of nine colleges categorised as similar to Telford College (due to bias towards work-based learning). The exercise had proven to be very useful and had highlighted a number of areas where the college’s spending was significantly different from that of its peer group, including core costs, core income/delivery FTE and central administration non-pay costs.</p> <p>M.Hasell highlighted the central administration costs and stated these areas would be looked into to identify potential savings:</p> <ul style="list-style-type: none"> - staff travel/subsistence (review of policies and procedures) - telecoms (review of all contracts as they expire) - stationery/printing (removal of surplus printers and review of contracts) <p>Much had already taken place to address some of the findings – restructuring and curriculum planning – and the next step would be to identify further action to bring the college more in-line with its peer group.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if the exercise had taken into account required premises improvement works. M.Hasell explained the report was produced using operational data only and did not include capital/special expenditure.</p> <p>The Corporation noted the peer group figure was an average and therefore an under-performing college could be included within that group. M.Hasell acknowledged this and explained the college would be looking to exceed the average, not match it.</p>	
<p>18.</p>	<p>Risk Management Policy and Board Assurance Framework Policy</p>	
	<p>J.Stephens presented the draft policies for approval. The Audit Committee had considered the policies at its last meeting and recommended them for approval.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if there was representation from the Corporation on the risk management group. J.Stephens explained this was an internal management group and its membership did not include governors; however the group would report directly to the Audit Committee.</p> <p>There were no further questions and the Corporation APPROVED the Risk Management Policy and the Board Assurance Framework Policy.</p>	

19.	Risk register updates	
19.1	<p><u>Strategic risk register</u> J.Stephens presented the current version of the strategic risk register and explained it had been considered by the Audit Committee at its last meeting.</p> <p>The Corporation NOTED the strategic risk register.</p>	
19.2	<p><u>Governance risk register</u> The Clerk presented the current version of the governance risk register and explained it had been considered by the Audit Committee at its last meeting.</p> <p>The Corporation NOTED the governance risk register.</p>	
20.	Link governor updates	
	<p>R.Beswick informed the Corporation she had recently visited Kickstart and had met with both staff and students. She had listened to the staff team’s concerns and suggestions – these had been raised at the Kickstart Board meeting on 03 July 2018.</p> <p>The Clerk G.Layer had met recently with J.Nolan (Director of 6th Form & HE) to begin link activity.</p> <p>The Chair informed the Corporation, in her absence, K.Boffey had recently visited the college on a number of occasions and had raised concerns around the timetabling of maths and English to full afternoon sessions. G.Guest reported he and L.Pellowe had met with her prior to this meeting and had explained the rationale for the changes. It had been agreed the Corporation would be presented with attendance monitoring specific to maths and English, support would be put in place for those students missing a session and the Learner Manager would be invited to provide a more detailed report at the beginning of the term.</p>	<p><i>R.Powell/L.Pellowe to incorporate into attendance reports</i></p> <p><i>Clerk to add to forward plan</i></p>
FINAL BUSINESS		
21.	Reflection/self-assessment and risk identification	
21.1	<p><u>Reflection</u> The Corporation asked for the following to be considered:</p> <ul style="list-style-type: none"> - The original version (or a summary of changes) to be circulated with a reviewed document - Finance and teaching & learning to alternate as the lead items on future agendas - Better use of IT during meetings, for example smart boards in meeting rooms 	<i>Clerk to implement</i>
21.2	<p><u>Risk identification</u> The Corporation asked how the monitoring of agreed actions/matters could be ensured in the event of personnel changes. The Clerk explained all actions/matters arising are captured within the Matters Arising report and the owner would be changed if a named owner left the college.</p>	
22.	Any other business	
22.1	<p><u>Governor resignation</u> The Chair informed the Corporation he had received S.Hogan’s resignation from the earlier that day. The Chair acknowledged the contribution S.Hogan had made since his appointment in 2016. It was agreed the Clerk would send a formal letter of thanks.</p>	<i>Clerk to action</i>

	The Corporation acknowledged there were again two vacancies and a replacement member of the TCAT Multi-Academy (Kickstart) Trust would need to be appointed.	<i>Clerk to action</i>
CONFIDENTIAL SESSION		
22.	Any other business	
22.2	<p><u>Correspondence with UCU</u> G.Guest made the Corporation aware of a recent correspondence received from the local University & College Union.</p> <p>A more detailed Confidential minute was taken.</p>	
23.	End of year outturn projection and 2018/19 budget	
	<p>M.Hasell presented the draft budget for 2018/19, incorporating the end of year forecast for 2017/18. He informed the Corporation the college was required to submit a 3yr financial model (as provided in the meeting papers) by 31 July each year.</p> <p>M.Hasell took the Corporation through the college's projected income and expenditure for 2018/19. The key risk areas for income continued to be apprenticeships, although the forecast income for AEB was based on a 100% partnership model and the intention was to move away from this to maximise income during the year.</p> <p>He highlighted the cash flow's downward trajectory during the year, close to the overdraft limit during Q2/3. This was due to a number of significant expenditures during that period. This had been always been expected and by 2020, trading surplus would be broadly in line with the financial plan.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation noted the budget was in line with the financial plan submitted to the TU last year but asked whether there was any risk of challenge around the budget from the TU or bank. J.Stephens explained there would always be challenge, especially on assumptions. Both would be provided a copy of the budget and it was likely the sale of assets being to schedule would be their focus.</p> <p>The Corporation noted the tight cash position next year. J.Stephens stated it had always been known Q1-3 would be challenging; however there were a number of strategies available to the college to ensure the overdraft was not exceeded.</p> <p>There were no further questions and the Corporation APPROVED the draft budget for 2018/19 and the financial plan model for submission to the ESFA.</p> <p>A more detailed Confidential minute was taken.</p>	
24.	Minutes of the confidential session of the last meeting	
	The minutes of the Corporation's Confidential session during the meeting held on 04 June 2018 were APPROVED as a true record.	<i>Clerk to file</i>

The meeting closed at 7:55pm