

# Minutes - approved



<b>Meeting</b>	Corporation
<b>Date</b>	08 October 2018
<b>Time</b>	5:00pm
<b>Venue</b>	E2.01 Haybridge campus

<b>Corporation members present (specific attendance indicated in brackets)</b>	<b>In attendance (specific attendance indicated in brackets)</b>	<b>Apologies</b>
Rosie Beswick Gail Bleasby, Vice Chair Anna Brennand Graham Guest, Principal Paul Hinkins, Chair Geoff Layer Chris Pallett Neil Phillips	Martyn Hasell, (9-11) Stephanie Morley, Clerk to the Corporation Michael Nicol, ESFA representative (from 5) Liz Pellowe, Vice Principal (1 - 16) Janet Stephens, Deputy Principal Rachael Wilson, Head of English & maths (1-6)	Katherine Kynaston Jim Welch

<b>No.</b>	<b>Item</b>	<b>Action</b>						
<b>CORPORATION BUSINESS</b>								
<b>1.</b>	<b>Welcome, introductions and apologies</b>							
	The Chair welcomed everyone to the meeting. The following Corporation members' apologies had been received – J.Welch.	<i>Clerk to update register</i>						
<b>2.</b>	<b>Declarations of Interest</b>							
	The Clerk reported no declarations had been received in advance and the following declarations were made: <ul style="list-style-type: none"> <li>- P.Hinkins, as Director of Business Watch Guarding (Item 4.2 and 8)</li> <li>- G.Layer, as Vice-Chancellor of the University of Wolverhampton (Item 18)</li> </ul>	<i>Clerk to update register</i>						
<b>3.</b>	<b>Confidential matters</b>							
	It was agreed there was a need to hold the following items in Confidential session for the given reason: <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th>Item/report</th> <th>Reason</th> </tr> </thead> <tbody> <tr> <td>17 – Staff pay award</td> <td>17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis</td> </tr> <tr> <td>18 – Minutes of the last meeting (Confidential session)</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	17 – Staff pay award	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis	18 – Minutes of the last meeting (Confidential session)	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis	<i>Clerk to update register</i>
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<b>4.</b>	<b>Minutes of the last meeting and matters arising</b>							
4.1	<u>Minutes of the last meetings</u> The minutes of the meetings held 17 July 2018 and 17 September 2018 were APPROVED as a true record.	<i>Clerk to file</i>						
4.2	<u>Matters arising report</u> The Clerk presented the Matters Arising report to the Corporation and the following updates were provided:							

	<p>Audit savings post-merger: J.Stephens reported there had been a total reduction in audit services cost of £38k - £21k (external) and £17k (internal).</p> <p>Pay disparity – J.Stephens reported this had been addressed since it had been raised. The reason for the disparity was down to the inclusion of holiday pay and had been confirmed this was the norm.</p> <p>Management changes – G.Guest to confirm subsequent changes with the Corporation.</p> <p>Published information – M.Nicol confirmed the apprenticeships achievement information was published as part of the QAR but not the ROATP. He also added it could be considered as part of a procurement process, depending on what was being procured.</p>	<i>Principal to action</i>
<b>5.</b>	<b>Reports to Corporation</b>	
5.1	<p><u>Finance Focus Group</u> N.Phillips, as the chair for that meeting, provided the report on the meeting of the Finance Focus Group (FFG) on 24 September 2018. He reported there had been a good discussion regarding the new forecasting model for apprenticeship income and numbers. This new system was critical given the importance of apprenticeships for college income and the more accurate data would allow more informed stretch and challenge from governors. The FFG had also received updates on the sale of the King St campus and the Whitehouse Hotel.</p> <p>The FFG had received the draft year-end accounts. The accounts were subject to an external audit but no major changes were expected. It was noted an audit accrual had been missed in the past - governors had raised their concerns and sought assurance there were no other unexpected accruals. N.Phillips stated he had been pleased to see a more positive cash position and in particular a positive balance sheet.</p> <p>There were no questions and the Chair thanked N.Phillips for his report.</p>	
5.2	<p><u>Staff governor</u> In his absence, the Clerk read out a concern forwarded to her by J.Welch. His email related to the support provided by the college counsellor and the imminent expiration of the contract. G.Guest agreed he and the ELT would look into this.</p>	<i>ELT to action</i>
5.3	<p><u>Student governor update</u> The Clerk reported the Student Council elections would be soon taking place and the student governors would hopefully be confirmed and invited to attend Corporation meetings from November 2018 onwards.</p>	
<b>STUDENT EXPERIENCE</b>		
<b>6.</b>	<b>Spotlight on English and maths</b>	
	<p>R.Wilson introduced herself as the Head of English &amp; maths (E&amp;M) and delivered her presentation on this year's change to the 2-3hr block E&amp;M sessions. She explained the college took a comprehensive structured approach which was student focused and student friendly. Key to this approach was creativity- this was possible due to process and structure being taken care of 'behind the scenes'. Examples of students' work and activities undertaken were circulated to show how creative approaches were being used to teach traditionally non-creative topics.</p>	

In order to focus students' attention, the block sessions were being split up into 20/30 minute bursts (short, sharp sessions) with change of activities, which would adapt and develop as the teachers learnt more about their student groups. IT, media and music were also being used as appropriate to capture attention. Other strategies included a ban on PowerPoint in the classroom, positive praise and the use of incentives, awards and competitions.

R.Wilson explained the first three weeks of term had focused on carrying out start-point assessments. This was required as GCSEs were sometimes not a true reflection of a student's capability and in some cases students were labelled as 'functional level' but were actually GCSE-ready.

R.Wilson explained the role of the facilitators. At the beginning of the term they had helped with the assessments and after Week 6 would be moving to delivering classes in the Hub, 1-1 sessions and providing support where required.

With regards to the change to block sessions, it was too early to know the impact of the change. Generally students seemed to be settling; however more issues had been noted with returning students rather than those who were new to the college. She was keen to use more teaching outside of the classroom, especially for students who responded better to practical application of theory and had not adapted to the block sessions as had been hoped.

#### CORPORATION QUESTIONS/COMMENTS

The Corporation asked how much of the students' group work was hands on. R.Wilson explained this depended on the activity being undertaken, however the first part of the term was primarily individual work due to assessments. The Corporation then asked if when group work was undertaken was it on a diagnostic basis. It was confirmed it was.

The Corporation asked for more information about the facilitator role. R.Wilson explained their role was to support the students and staff in the classroom. They have more expertise than a Learning Support Assistant and would be involved in running workshops and delivering intervention activity, especially with students identified as at risk of not achieving.

The Corporation asked if the student groupings allowed for progression. R.Wilson reported there was opportunity to progress and there was flexibility within the system.

The Corporation acknowledged the E&M teams had been brought together to form a single team and asked about the differences between the two. R.Wilson reported the English team had historically worked more as a team, rather than as individuals. Staff would proactively help and support one another and this good practice was being mirrored across the whole E&M team. The team was looking for opportunities to develop projects across the two subjects and she was pleased with how well the maths team had adapted and responded to the new ways of working.

The Corporation noted in the past the college had difficulties with recruiting maths teachers and asked if this was still a concern. R.Wilson reported the staff team was currently at the full complement and noted how adopting a creative approach helped to attract and retain staff.

The Corporation noted R.Wilson's enthusiasm and inspirational approach was clearly apparent. The Chair thanked her for her presentation.

**7. Learning, teaching and assessment (LTA)**

	<p>L.Pellowe presented her report and highlighted the following:</p> <p><u>Self-assessment and QIPs</u>  This has been simplified through the merger of the different systems used, the creation of curriculum clusters and a focus on three key strengths and areas for development. The college-wide self-assessment would be written by the senior team following the current round of validation panels and overall validation process would include governors and external expertise.</p> <p><u>Skills of middle managers – the LTA Handbook</u>  The focus of this work has been building a common collective understanding of the ungraded approach. The first of a series of training sessions took place on 27 September 2018 aimed at enhancing their management skills, style and capacity.</p> <p>The Corporation asked how the effectiveness of this training and its impact would be tracked. L.Pellowe explained detailed feedback had been received from the (external) facilitator of the training session. Progress would be monitored against this but also through the college’s appraisal process. The Corporation then asked how non-teaching staff would be supported. It was explained the training was for all middle managers and not just teaching staff.</p> <p><u>Collaborative work between teachers and learning support assistants (LSAs)</u>  To improve the effectiveness of these relationships, good practice had been gathered from both within the college and across the sector. Good practice from within the college has been videoed and shared. This was also the theme of the week (provides additional focus) and LSAs had been involved in the same training activity as the teachers.</p> <p><b>CORPORATION QUESTIONS/COMMENTS</b></p> <p>The Chair commented on how he was pleased to see best practice being proactively sought and shared throughout the college.</p> <p>The Corporation discussed how they could be assured the quality of the teaching and learning was improving. It was agreed this should be the focus of a future discussion, along with the rationale for moving to the ungraded approach and expected key achievement milestones.</p> <p>The member of the Corporation had been informed by a member of the public all students had failed AS Criminology last year and asked what was being done to ensure this was not repeated. L.Pellowe confirmed the course had under-performed, however the overall achievement rate had been 50% but there had been significant differences across the cohorts. The teaching for that subject had been reviewed and changes had been made. There had also been a problem with accuracy of the in-year assessments and improving this was the focus of the Strategic College Improvement Fund (SCIF) bid. It was suggested it would be useful to invite the Head of 7<sup>th</sup> Form to a future meeting to discuss this.</p>	
<b>8.</b>	<b>Exception reports, including safeguarding</b>	
	<p>G.Guest referred the Corporation to the report, which covered incidents reported between 01 August and 27 September 2018. For that period there had been 46 students where ‘causes for concern’ had been logged. These could be further broken down into:</p>	

	<ul style="list-style-type: none"> <li>- 15 mental health concerns</li> <li>- 17 general behavioural concern (monitoring)</li> <li>- 6 family issues</li> <li>- 2 domestic violence witness</li> <li>- 6 disclosures leading to referral to Family Connect</li> </ul> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if these numbers were typical for this time of year. G.Guest reported he would provide comparison data for the next meeting. He explained he was not concerned by these figures and was what he would expect. He also noted there had been a culture of over-reporting in the past which had now been addressed.</p> <p>The Corporation noted the Child Sexual Exploitation enquiry and County lines concerns in the Network update and asked whether the college would need to be involved. G.Guest explained the college was in close contact with both the West Mercia Police and the local authority and confirmed proper processes were being followed. Where contribution was required, the college would obviously cooperate and support.</p> <p>The Clerk informed the Corporation the documents ‘Keeping Children Safe in Education’ and ‘Working together to safeguard children’ had been updated. Governors were required to read these documents and confirm they had understood their contents. She confirmed she would be sending these out to governors.</p> <p>G.Guest reported, following discussions at both Corporation and Kickstart board meetings, a review of the campus by a security expert had been commissioned and would inform the college’s wider review of security requirements.</p>	<i>Clerk to action</i>
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**FINANCIAL HEALTH**

<b>9.</b>	<b>College enrolment</b>	
	<p>M.Hasell presented his report, which had been correct as at 30 September 2018. He highlighted the following:</p> <ul style="list-style-type: none"> <li>- 16-18 enrolment (2043) was slightly behind the curriculum plan (2117) but roughly in line with the college target</li> <li>- 19+ funded enrolment was ongoing throughout the year</li> <li>- HE enrolment (147) was significantly under target (212). He would be meeting with the appropriate Learner Manager to ascertain whether some enrolments had been counted in the Advance Learner Loans figures or if there had been under-recruitment</li> <li>- Apprenticeship enrolments were 171, compared to a target of 200 by 30 September 2018. These figures were changing on a daily basis and although enrolment was below target, income was not (due to the type of apprenticeships being signed up to). The new curriculum planning software would enable the college to better forecast income/enrolments and to have a much more accurate picture of apprenticeships performance</li> <li>- On Day 18 there had been 32 withdrawals, compared to 58 last year (however a cautious approach needed to be taken as withdrawals applied from last date of attendance)</li> </ul> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if the 40% target was in line with the forecast. M.Hasell confirmed it was as it had been phased and explained the target was heavily weighted towards the start of the year so the college was already behind target.</p>	

	<p>The Corporation noted some of the calculations in the apprenticeships table did not appear correct. M.Hasell agreed to check and correct this.</p> <p>With regards to AEB, M.Hasell confirmed the partners had exceeded their target. The college was now looking at their own onsite delivery and would have a better understanding next month of what was feasible. The Corporation was mindful of AEB devolution, with funding being allocated by both the ESFA and the regions in the future.</p>	<p><i>M.Hasell to action</i></p>
<p><b>10.</b></p>	<p><b>Financial report – 2017/18 year-end position</b></p>	
	<p>M.Hasell presented the draft report and highlighted the following:</p> <ul style="list-style-type: none"> <li>- The figures were subject to audit and were therefore considered as draft</li> <li>- KPMG would be in college for two weeks from w/c 22 October 2018 to undertake the audit</li> <li>- Income gains had been seen for exam fees, old bursary items and ‘other’ income</li> <li>- Income losses had been seen for apprenticeships and full cost provision</li> <li>- Some ground had been lost on pay costs; however this was still under budget for the year</li> <li>- The cash position was more positive than expected due to expected payments not materialising before year-end</li> </ul> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked whether the more was known about FRS17 and the impact of the local government pension scheme across the sector. It was confirmed there was nothing to report as information was awaited.</p> <p>The Corporation noted the lower than forecast apprentice enrolments and adverse income and asked when the impact of this would be seen. M.Hasell reported he would be able to answer this with more confidence once the new system was fully up and running.</p>	
<p><b>11.</b></p>	<p><b>Financial regulations – proposed amendments</b></p>	
	<p>M.Hasell explained the original regulations had been written when the college’s situation was very different and there had been assumptions made, such as an itemised CapEx budget and the need for annual approval by the Corporation in advance. That had not been possible for the 2018/19 and a reviewed process of CapEx allocation and expenditure was proposed. It was confirmed these proposals were an addendum and did not replace any of the guidance currently within the Financial Regulations. The proposals had been considered by the Finance Focus Group, which was recommending them for approval by the Corporation.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation noted the £5k limit being proposed and asked if the average value of a CapEx transaction was known. M.Hasell explained the majority were of a higher value; therefore there would not be many below £5k.</p> <p>The Corporation APPROVED the proposed addendum to the Financial Regulations 2018.</p>	<p><i>M.Hasell to update document</i></p>

**PEOPLE & PLACES**

<b>12.</b>	<b>The Big Move – verbal update</b>	
	<p>J.Stephens reported the majority of the work was complete and the snagging list would be resolved over half-term to reduce impact on teaching. The Construction Centre extension was underway and an issue had been identified with the groundworks area - completion for these areas was now anticipated by 12 November 2018. To minimise disruption, the marquee remains in place and was being paid by the contractor through the penalty clause. A.Lewis was reviewing contractors regularly and constantly checking progress to ensure all was on track. The budget had been overspent by £100k however this was due to the college requesting repair works (required later in the year) while the contractors were on site – thus ultimately saving the college money. An updated progress report would be provided to the Finance Focus Group at its meeting on 23 October 2018.</p> <p>Other highlights included:</p> <ul style="list-style-type: none"> <li>- The Employer Engagement team has moved to E-Block first floor. Student Services was now located in the Learner Hub</li> <li>- Marketing was now working on the Heartlands project</li> <li>- The official launch of the AR/VR suite was taking place on 13 December 2018</li> </ul> <p><b>CORPORATION QUESTIONS/COMMENTS</b></p> <p>The Corporation asked when the overall project would conclude. J.Stephens reported it had been anticipated this would be half-term but this would now be the end of the Autumn 2018 term.</p> <p>The Corporation asked for an update on the sale of the Whitehouse Hotel and King St. J.Stephens reported the hotel sale was progressing slowly and the college was pushing for an exchange with the buyer. Regarding the King St campus, Sport England had agreed in principle with the proposal around the community provision and pitch replacement but written confirmation was awaited. This was holding up the sale – it was progressing but slowly.</p> <p>The Corporation asked if there was a point at which cash flow would become a concern due to delay to the sales. J.Stephens reported this would not be the case for cash flow and the sale covenants did not relate to this year. The main concern was management capacity. The Corporation then asked if the delay would affect the interest payments to the bank. It was noted the interest payments were scheduled to begin 12 months from now so it was in our interest to pursue earlier sales. It was also noted the issues with Sport England would have arisen regardless of when the campus sale took place and who it was being sold to.</p>	<p><i>Clerk to add to FFG agenda</i></p>

**LEADERSHIP & GOVERNANCE**

<b>13.</b>	<b>Corporation Handbook</b>	
	<p>The Clerk presented the draft Corporation Handbook, which had undergone a full review. A number of amendments to the Instrument &amp; Articles had also been proposed – these had been clearly set out within the appendix to the cover report.</p> <p><b>CORPORATION QUESTIONS/COMMENTS</b></p> <p>The Clerk made reference to the need to decide whether Corporation members’ removal should be considered after 3 or 6 months of unauthorised absence. The</p>	<p><i>Clerk to add make amendment</i></p>

	<p>Corporation AGREED this should be 3 months and asked for the handbook and Instrument &amp; Articles (I10.2(b)) to be amended accordingly.</p> <p>The Corporation requested reference to the Finance Focus Group (FFG) as an official group should be removed from the handbook. The rationale for this was the group was time-limited and reference to such groups was covered by the handbook. The Corporation then asked if there was trigger for removal of the FFG in place – ie was there exit criteria. It was acknowledged, as discussed earlier in the meeting, there were still some financial concerns but the removal of the Financial Notice of Concern may be the point at which the Corporation could review the need for the FFG. It was agreed this should be scheduled for FFG and Corporation during January/February 2019 as more would be known at this time.</p> <p>Subject to the above amendments, the Corporation APPROVED:</p> <ul style="list-style-type: none"> <li>- The proposed changes to the Telford College Corporation Instrument &amp; Articles of Government</li> <li>- The reviewed Telford College Corporation Handbook</li> </ul>	<p><i>Clerk to add make amendment</i></p> <p><i>Clerk to add to forward plan</i></p> <p><i>Clerk to add make amendments and publish</i></p>
<b>14.</b>	<b>Link governor updates</b>	
	<p>R.Beswick updated the Corporation on her recent meeting with C.Wain – the update to the Keeping Children Safe in Education document meant the college’s safeguarding-related policies were being reviewed. She had also undertaken the Section 11 audit as her role as DSL Governor for the college and would need to do this for Kickstart. She also requested the Corporation be provided with more information about The Willow Tree in order to better understand the provision. She also highlighted:</p> <ul style="list-style-type: none"> <li>- The college had the required number of DSLs in place across the college</li> <li>- Improvements required for a smooth transition of students from Kickstart to the college had been identified</li> <li>- The next link visit would be focused on marketing</li> </ul>	<p><i>Clerk to action</i></p>
<b>FINAL BUSINESS</b>		
<b>15.</b>	<b>Reflection/self-assessment and risk awareness</b>	
<p>15.1</p> <p>15.2</p>	<p><u>Reflection</u></p> <p>The Clerk noted the Matters Arising report would benefit from reference numbers and would implement this for the next meeting.</p> <p>The Corporation raised questions about the purpose of the link governor programme and whether this was an effective way of governors adding value. It was agreed this would be reviewed and it was suggested this could be considered as part of the self-assessment session at the next Corporation session.</p> <p>The Corporation was conscious it needed to be more effective at engaging with the student body, including the Student Council. It was noted the Student Council was very new and it was agreed to wait until the Council was more embedded before considering any new methods of engagement. It was acknowledged the new student governors would soon be joining the Corporation and there was a need to support them in this role.</p> <p><u>Risk awareness</u></p> <p>Following the discussion around the delay to the sales of the hotel and King St campus, it was agreed the risk of incurring interest payments would be included into the strategic risk register.</p>	<p><i>Clerk to implement</i></p> <p><i>Deputy Principal to add to register</i></p>

<b>16.</b>	<b>Any other business</b>	
	There was no other business and, at this point, any attendees who were not Corporation members or senior post holders were asked to leave the meeting.	
<b>CONFIDENTIAL SESSION</b>		
<b>A separate minute of the Confidential session was taken</b>		
<b>17.</b>	<b>Staff pay award</b>	
	J.Stephens provided an update on the negotiations with the unions and recent developments regarding the pay award.	
<b>18.</b>	<b>Minutes of the last meetings (Confidential session)</b>	
	The minutes of the Confidential sessions during the meetings held 17 July 2018 and 17 September 2018 were APPROVED as a true record.	<i>Clerk to file</i>
<b>19.</b>	<b>Corporation update</b>	
	G.Guest updated the Corporation on a Confidential matter.	

**The meeting closed at 7:30pm**