

Minutes - APPROVED



Meeting	Corporation
Date	05 February 2019
Time	5:00pm
Venue	E2.01

Corporation members present	In attendance (specific attendance indicated in brackets)	Apologies
Rosie Beswick Paul Birch Gail Bleasby, Vice Chair Anna Brennand Graham Guest, Principal Paul Hinkins, Chair Chris Pallett Manny Uppal, Student governor (1-12) Jim Welch, Staff governor (1-12)	Sue Gomer, Interim Joint Director of Employer Engagement & Apprenticeships (6) Martyn Hasell, Director of Finance (6) Sue Marston, Telford & Wrekin Council (1-12) Steph Morley, Clerk to the Corporation Janet Stephens, Deputy Principal Heather Wheeler-Jones, Director of HR (5) Darren Wilson, Interim Joint Director of Employer Engagement & Apprenticeships (6)	Kerry Boffey Lindsey Ellis Katherine Kynaston Geoff Layer

No.	Item	Action								
PRE-MEET										
	Prior to the meeting, governors and members of the extended senior leadership team met informally over refreshments.									
CORPORATION BUSINESS										
1.	Welcome, introductions and apologies									
	The Chair welcomed everyone to the meeting. Apologies had been received from K.Boffey, L.Ellis, K.Kynaston and G.Layer, who had provided comments/questions via email.	<i>Clerk to update register</i>								
2.	Declarations of Interest									
	The Clerk reported no declarations had been received in advance and the following standing declarations was noted: - P.Hinkins, as Managing Director of Business Watch Guarding	<i>Clerk to update register</i>								
3.	Confidential matters									
	It was agreed there was a need to hold the following items in Confidential session for the given reasons:	<i>Clerk to update register</i>								
	<table border="1"> <thead> <tr> <th>Item/report</th> <th>Reason</th> </tr> </thead> <tbody> <tr> <td>13 – Curriculum Growth Strategy</td> <td>17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (commercial sensitivity)</td> </tr> <tr> <td>14 – The sale of King St</td> <td>17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (commercial sensitivity)</td> </tr> <tr> <td>15 – Confidential minutes</td> <td>17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)</td> </tr> </tbody> </table>	Item/report	Reason	13 – Curriculum Growth Strategy	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (commercial sensitivity)	14 – The sale of King St	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (commercial sensitivity)	15 – Confidential minutes	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)	
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4.	Minutes of the last meeting and matters arising	
4.1	<p><u>Minutes of the last meeting</u> The minutes of the meeting held 10 December 2018 were APPROVED as a true record.</p>	Clerk to file
4.2	<p><u>Matters arising report</u> The Clerk presented the Matters Arising report to the Corporation and the following updates were provided further to the report:</p> <p>Nov18 (05): J.Stephens confirmed checks to ensure employers had critical incident risk assessments in place were being made. Risk assessments were being reviewed and changes in personnel across the team had not impacted on the process.</p> <p>Dec18 (07): It was agreed T.Noonan would be invited to attend the next meeting as part of the ungraded teaching/learning reviews discussion.</p> <p>Dec18 (12): The draft press release was ready but its circulation would depend on the outcome of the discussion under Item 14.</p> <p>Dec18 (14): Governor recruitment would be discussed under Item 16.</p>	
PEOPLE & PLACES		
5.	Employee Survey 2018	
	<p>H.Wheeler-Jones presented her survey report, which had been produced following the college's involvement in an anonymous employee satisfaction survey. The survey was coordinated by York College and involved a total of 48 colleges. She reported the response rate of 45.4% had been disappointing but had been comparable to the overall GFE response rate of 49%.</p> <p>She explained the results represented a snapshot in time and the survey had been undertaken during a period following the merger and prior to the move onto the single site. The lower scoring results had therefore not been unexpected. She emphasised the importance of responding to the results, which had been shared with SLT members, union colleagues and staff through teams. Information had been collected from teams across the college to formulate an action plan. The UCU had also agreed to share the results of their own survey, which had been carried out during the same time period.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if the split between teaching and business support staff was known. It was noted the survey was anonymous so this was not known.</p> <p>The Corporation asked how often the survey was carried out and what historical involvement had there been. H.Wheeler-Jones explained the survey was carried out on an annual basis. TCAT had previously used its own independently benchmarked survey, and New College Telford, which had been a much smaller entity, had been involved in this national benchmarked survey.</p> <p>The Corporation noted how there was reference to gaining staff views in the proposed new Ofsted framework. H.Wheeler-Jones explained the college wanted to continue to be able to benchmark externally, hence the involvement in the York College survey, but would look at how Ofsted elements could be reflected.</p>	

	<p>The Corporation asked for confirmation of timescales in relation to responding to the report and how staff members would know the issues were being responded to. H.Wheeler-Jones explained the action plan was currently being drafted and would be implemented throughout the remainder of the academic year. Implementation progress would be disseminated through managers to their teams. The ELT was also working with unions to agree the priority areas for improvement. Working groups would be set up around these priorities, as a means of gaining staff feedback, engagement and buy-in.</p> <p>The Corporation asked how the survey had been received by the staff. G.Guest reported initial feedback had shown the staff had been grateful for the results being shared as this had not been done in the past. Continuing an open and transparent approach was therefore key.</p> <p>The Corporation asked if the nature of the questions with the bottom five results (Q3, 18, 23, 24 & 39) could explain the low response rate. H.Wheeler-Jones noted the possible link and reported recent feedback received indicated feelings of job uncertainty and insecurity had improved since the survey had been carried out. She acknowledged some issues could not be addressed through an improvement plan alone and required a more long-term approach through culture change.</p> <p>The Corporation asked, if there was a commitment to continuing the survey, whether the survey could be redesigned to get data at department/team level. H.Wheeler-Jones explained this was a more long-term aspiration as the priority was to first develop a culture where staff would feel comfortable answering such a survey.</p> <p>The Corporation asked whether there was any comparison data. H.Wheeler-Jones explained data was available with regards to FE/HE and regional averages. However, all colleges were operating within different contexts and would not provide useful comparisons.</p> <p>The Chair thanked H.Wheeler-Jones for the report.</p>	
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FINANCIAL HEALTH

6.	Management accounts to 31 December 2018	
6.1	<p><u>General management accounts</u></p> <p>M.Hasell presented the management accounts for the period ending 31 December 2018. He referred members to the Executive Summary and highlighted:</p> <ul style="list-style-type: none"> - Income was £8m YTD and income shortfall was £298k - Savings had resulted in the net shortfall being £148k, which was £230k favourable to budget - Primary positive influencing factors were the successful ESFA business case, the additional AEB allocation and pay cost savings - Major shortfalls were HE enrolment (£174k) and apprenticeship recruitment (£431k) - AEB income was under budget however was expected to recover over the next quarter - Pay savings were being generated but cost of living increases would impact on pay costs from April 2019 onwards - Cash was down on the expected position due to delay to the final drawn-down from the Transaction Unit (TU) - January 2019 accounts were currently being prepared – the forecast was being updated but no major change was anticipated 	

J.Stephens informed the Corporation about the delay to the Restructuring Fund payment. The final TU drawdown would now consist of part grant and part loan to fund investment in AR/VR.

CORPORATION QUESTIONS/COMMENTS

The Corporation asked at what stage was the TU made aware of the change to AR/VR equipment. J.Stephens replied the TU was, in the main, involved in the original discussions regarding ICT requirements. They were aware of the LEP funding being applied for and therefore also the change to AR/VR equipment. She explained at the time the application was submitted to the TU, the AR/VR project was at a very embryonic development stage of creating a USP for the college so the detail of exact requirement was not known at that point.

The Corporation asked how the college planned to spend the loan over the next 12 months. J.Stephens explained it would be used to fund investment in AR/VR and the tendering process would identify whether some of the loan could be repaid in advance of the repayment schedule.

The Corporation asked whether comparator data was available for apprenticeship income. It was acknowledged there was a national decline in enrolments but more local data (regional/LEP-wide) would provide usual contextual information.

M.Hasell to incorporate into future reports where possible

6.2 Apprenticeships income

The Chair welcomed S.Gomer and D.Wilson to the meeting, who had both recently been appointed to the role of Interim Joint Director of Employer Engagement & Apprenticeships. They had been asked to attend to provide more detail around the mitigating actions being taken to reduce the income shortfall this year and plans for improvement for the following year.

S.Gomer highlighted the following mitigating actions:

- the curriculum offer had been re-profiled
- apprenticeships had changed to the new standards, which provided greater income for the college
- the Business Development Manager had been moved to lead the sales team with a renewed focus on planned enrolments
- Sales capacity had increased by 1 FTE
- Closer working with the Employability team to look at progression opportunities

D.Wilson explained the primary focus for next year was improving the college's profile and presence across the key skills and business networks in Telford and beyond. The college's visibility had decreased over recent times – he explained the objective was to bring business back into the college and play an active part in the local economic community.

CORPORATION QUESTIONS/COMMENTS

The Corporation asked what this would mean in practice. D.Wilson replied this would mean being proactively attending events and meetings of skills-focused networks to make contacts and answer employers' questions. Also, given the sales team's renewed focus, there would be more canvassing and proactive contact with potential clients.

The Corporation asked how marketing would play a role in employer engagement and whether there was a marketing plan in place. D.Wilson explained they had identified

	<p>the marketing strategy needed to improve. Historically there had been little joint working with the college's in-house marketing team but this would change. He also acknowledged different marketing approaches were required, specifically when trying to engage with SMEs and micro businesses.</p> <p>The Corporation noted the billboard presence of competitors around the local area and asked how the college focused its own marketing. G.Guest explained the college had focused on digital marketing as it was more accessible for the majority of its customer base. This was confirmed by M.Uppal, who agreed the engagement of prospective students would be more successful through digital media and online presence. It was noted work was being undertaken within the college to look at how apprenticeships could be marketed to existing students as a progression opportunity and also to move away from silo working through joint marketing campaigns. The Corporation was pleased to hear this although emphasised the audience for apprenticeships marketing included employers, who would require a different approach.</p> <p>The Corporation asked how feedback from employers would be sought. S.Gomer explained this would be part of the role of the Business Development Manager and, where possible, the team would look at developing bespoke packages for employers.</p> <p>The Corporation asked if the re-profiling of the curriculum had been undertaken prior to a needs analysis being undertaken. G.Guest explained the changes had been based on conversations with employers over a period of time – the team had therefore not started from scratch. He informed the Corporation the college would be holding an open evening for prospective employers, similar to that for prospective students, and was provisionally planned for April 2019.</p> <p>The Corporation emphasised the importance of capturing feedback from 'lost' employers as a means of repairing reputation and improving the service offered.</p> <p>The Corporation asked whether the college ever collaborated with other providers. D.Wilson reported this had not been done to date. The Marches Skills Provider Network (MSPN) was suggested as a potential vehicle for this if the leaders of all the potential parties were in support.</p> <p>The Chair welcomed the approach outlined. He emphasised the need for employers to have direct access to staff members within the Employer Engagement team and for these staff members to have presence at appropriate network meetings and events.</p>	
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LEADERSHIP & GOVERNANCE		
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7.	Management report	
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	<p>G.Guest presented his report and highlighted the following:</p> <p><u>Staff development day</u> A less formal approach had been taken for the CPD day held in January 2019, including a Q&A session between G.Guest and J.Stephens. This different approach had been well received.</p> <p><u>Applications</u> Applications for 16-18y is slightly below the figure at the same point last year. This was, in part, expected due the later start for schools after the Christmas break, nationwide technical issues for A'Level applications and later applications following the introduction of taster sessions in February 2019.</p>	
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	<p><u>Future Focus</u> This year the college had experienced an unexpected influx of students from schools which had changed their entry requirements late in the process. This had made planning difficult. G.Guest explained the college would work more closely with Future Focus to ensure the intended destinations of school students were known.</p> <p><u>Learning reviews</u> As part of the move away from graded observations, learning reviews (LRs) were being used as a means of assessing the quality of the college's learning and teaching. A number of LRs were completed over the first term of 2018/19. Feedback on the new process had been really positive and the change had been well received. There had been definite improvement seen, the result of which was teachers requiring less support. The college's biggest challenge was confidence so would be a major focus going forward.</p> <p><u>Curriculum reviews</u> Teams overseeing curriculum areas would be undertaking curriculum reviews this term. The teams look at a variety of data (qualitative and quantitative) in order to ensure a holistic approach to assessing curriculum provision.</p> <p><u>Curriculum planning</u> The planning for the next academic year was underway and was around 6 months ahead of the process last year. It was hoped the process would be concluded by May 2019 to ensure recruitment for staff required from September 2019 could begin at the earliest opportunity.</p> <p>There were no questions from the Corporation and the Chair thanked the Principal for his report.</p>	
8.	Safeguarding Policy	
	<p>G.Guest presented the draft policy for approval.</p> <p>It was noted C.Wain had resigned from his role as Director of Services to Students, Admissions & Marketing and would be leaving the college that week. P.Stone, an experienced designated safeguarding lead (DSL) would replace C.Wain as the college's DSL and plans were in place to ensure continuity and coverage following his departure.</p> <p>There were no questions and the Corporation APPROVED the revised Safeguarding Policy.</p>	
LEARNING, TEACHING & ASSESSMENT		
9.	Ofsted monitoring visit - feedback	
	<p>J.Stephens informed the Corporation the formal report from the monitoring visit had now been published and copies were circulated.</p> <p>The key findings were summarised as:</p> <p>Theme 1 – What progress have governors of the merged college made to support and challenge senior leaders to ensure learners receive high quality education and training across the range of the college's provision: Reasonable progress</p> <ul style="list-style-type: none"> - Governors and senior leaders had managed well the merger of the colleges and the move to the single site, creating a warm and harmonious environment 	

- Governors had been instrumental in supporting the development of the new curriculum, matching a range of courses to employer need
- Governors received useful information to assess progress against the college's key performance targets, however were insufficiently aware of how well students make progress based on their starting point (value-added)
- Governors had been instrumental in challenging managers to raise the achievement of apprentices, which had increased rapidly from a very low base
- Action to take: incorporate value-added and school-level data into performance reports presented to governors

Theme 2 – What progress have senior leaders made in ensuring the curriculum offer of the merged college tackles skills gaps in the local economy, meets the needs of local employers and enables learners to achieve their career aspirations: Reasonable progress

- Senior leaders had developed very effective strategic links with local and regional business groups, the LEP and schools
- Leaders had a clear strategy to enhance the curriculum, so students see how their learning relates directly to their intended career
- Leaders and managers had developed an effective strategy to monitor students' continuation into further study/employment and were making good progress to improve careers information, advice and guidance
- Leaders were now developing significant resources in new learning technologies in addition to strengthening traditional career pathways
- Senior leaders recognised too few school children were sufficiently aware of the wide variety of career pathways and had formed an agreement to work with a large local academy trust

Theme 3 – What progress have leaders and managers made in improving teaching of English and mathematics (E&M) across all curriculum areas and levels of study, so they can make progress according to their potential: Significant progress

- Leaders and managers had significantly improved the teaching of E&M across the curriculum areas
- Teachers had thoughtfully developed projects that have motivated and enthused students to learn new skills and knowledge
- At the start of their programme, teachers undertook an extensive assessment of students' E&M skills and frequently review progress
- Teachers quickly directed students who were falling behind/started late to learning facilitators and most students requiring E&M support benefitted from the individual teaching they received
- Managers of the E&M curriculum worked collaboratively to ensure all students attend their lessons and routinely shared information about attendance and progress
- Managers accepted they must continue to improve the teaching of E&M

J.Stephens reported overall it had been a positive monitoring visit and actions to address further required improvement would be incorporated into the QIP.

CORPORATION QUESTIONS/COMMENTS

The Corporation asked when the college should expect its next full inspection. G.Guest reminded the Corporation this monitoring visit had been largely unexpected so it was difficult to predict; however the first full inspection of the merged college could be as late as 2020/21.

	<p>The Corporation asked if the HMIs had used the newly proposed framework during the monitoring visits. G.Guest reported it had been a combination of the existing and proposed frameworks and most definitely indicated a shift towards students' progress (value-added across the whole student body) rather than a focus on final achievement.</p> <p>The Chair asked M.Uppal if he believed the outcome was a true reflection of the college's progress from a student perspective. He responded he thought so and acknowledged the college's capacity to improve even further and receive 'Significant progress' across the board.</p> <p>The Chair thanked J.Stephens for presenting the findings report and also for undertaking the role of 'nominee' during the monitoring visit. He also thanked G.Bleasby for joining him in meeting one of the HMIs for the discussion around governance.</p>	
10.	Telford College Quality Improvement Plan (QIP)	
	<p>G.Guest presented the college's QIP to the Corporation for approval. He noted during the monitoring visit the HMIs had found the SAR and QIP process to be robust. Using feedback from recent Ofsted visits and the self-assessment process, the QIP captured actions from across the college to bring about improvement in the key areas for development.</p> <p>G.Guest highlighted the single area currently assessed as 'red' (behind target):</p> <ul style="list-style-type: none"> - Attendance: although attendance had not dropped below national average, it was below expectation (to be discussed in more detail under Item 11) <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked for clarification around the format of the plan, how progress was tracked and if the targets were 'closure' dates. G.Guest confirmed they were closure dates, explained the far right column indicated current progress and narrative on progress was captured underneath each section. It was acknowledged more work was needed around setting SMART targets and capturing progress.</p> <p>The Corporation asked if external work placements for students with high needs were provided. G.Guest explained this was currently being reviewed and the college was hoping to increase the number of high needs students securing external work placements.</p> <p>The Corporation noted they were being asked to approve the QIP late in the academic year and asked for clarification around ideal timescales for the approval process. G.Guest acknowledged the SAR and QIP should be jointly presented to the Corporation during November/December and noted this had been difficult to achieve this year. In future, approval during the Autumn term would be sought.</p> <p>The Corporation noted the QIP was thorough and impressive in that it set out a considerable amount of information; however because of this it was difficult to identify the key issues. It was requested when progress was reported to the Corporation the main 3-5 risks and the mitigating action being taken were presented.</p>	<p><i>G.Guest to implement exception reporting</i></p>
11.	Attendance and retention	
	<p>G.Guest referred Corporation members to the report and explained attendance was not at the expected level, although not below the national average. New strategies</p>	

	<p>had been employed after the Christmas break, such as free breakfasts, and improvement had now been seen over three consecutive weeks. Attendance for E&M was the main concern and he explained attendance was a key focus at all management meetings.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if the reasons for the fall in attendance was known. G.Guest reported he believed poor timetabling to be the biggest cause. Curriculum planning had therefore begun much earlier this year to prevent these problems from reoccurring. He explained 2018/19 was the first year of using dual timetabling, as well as the first year with all students on one site, and there had been teething issues. Attendance was a proxy measure however, and future focus would be on achievement predictions. Retention was positive so it appeared students were choosing not to attend certain lessons.</p> <p>S.Marston noted there had also been transport complications, due to being unaware of the timetable changes, and highlighted the need to work more closely in future in order to prevent reoccurrence.</p> <p>The Corporation asked M.Uppal for his thoughts from a student perspective. He suggested there could be an issue with engagement during lessons where attendance was below target and another Corporation member suggested it may be a case of needing to provide more 'stretch and challenge'. G.Guest explained achievement was good, lessons seen through learning reviews had been also good and additional lessons were put on for more able students. He believed the primary cause was the timetabling of E&M.</p> <p>The Corporation asked if attendance and achievement were mapped. G.Guest confirmed it was and last year a direct link (ie low attendance = lower achievement) had not been seen. He noted a more sophisticated system could be looked at for future use, for example linking to staff performance.</p>	
12.	Safeguarding update	
	<p>G.Guest presented the safeguarding report to the Corporation. He noted mental health continued to have the highest number of reported incidents each period. Schools were also experiencing the same issues.</p> <p>G.Guest informed the Corporation there would be a return to a heavier focus on end of course exams for A'Levels. This would undoubtedly impact on students and an effect on the number of students requiring support was expected.</p>	
<p>CONFIDENTIAL ITEMS A separate, more detailed minute of the Confidential session was taken</p>		
13.	Curriculum Growth Strategy	
	<p>J.Stephens gave a presentation to the Corporation and referred members to the draft strategy.</p> <p>After discussion the Corporation APPROVED:</p> <ul style="list-style-type: none"> - the move to a more focused strategy for growth as set out in the strategy; and - the exploration of the hubs outlined within the strategy as a means to delivering that growth 	

14.	The sale of the King St campus	
	<p>G.Guest presented his report to the Corporation.</p> <p>After discussion the Corporation AGREED to proceed with the sale to Telford & Wrekin Council as per the offer/Heads of Terms dated 28 January 2019.</p>	<i>Principal to implement</i>
15.	Minutes of the last meeting (Confidential session)	
	The minutes of the Confidential session during the meeting held 10 December 2018 were APPROVED as a true record.	<i>Clerk to file</i>
16.	Self-assessment and reflection	
16.1	<p><u>General improvements/good ways of working</u></p> <p>The Corporation noted the volume of paperwork and length of agendas for recent meetings and requested this was reviewed in order to make the meetings more manageable. The Clerk explained planning agendas and allocating time to cover all the required business had been challenging over recent months, despite a forward plan being agreed for the 2018/19 academic year. She confirmed she had factored more discussion items into future agendas, but would see what more could be done, and was also looking at board management software to improve data security, remove email issues due to file size and create a resource bank for the storage of key documents.</p>	<i>Clerk to review agendas and paperwork</i>
16.2	<p><u>Risk identification</u></p> <p>The Corporation was aware of recent resignations within the marketing team and requested 'capacity within the marketing team to deliver the required publicity to support the college's growth strategy' be added to the strategic risk register.</p>	<i>Deputy Principal to add to register</i>
17.	Any other business	
17.1	<p><u>Corporation vacancies</u></p> <p>The Clerk reminded members of the two independent vacancies on the Corporation. She also informed members of K.Boffey's resignation with effect from the following day and the A.Brennand's resignation with effect from April 2019. A recruitment drive was underway to recruit to all vacancies, with an application deadline of 28 February 2019. The Clerk informed the Corporation she would circulate the application pack the following day and asked members to share with their own contacts/networks.</p> <p>She also made the Corporation aware the process to appoint to the staff governor (business support) vacancy had begun. The deadline for nominations was 15 February 2019 and an election would be held the week following the half-term break if more than one nomination was received.</p>	<i>Clerk to circulate vacancy details</i>

The meeting closed at 7:50pm