

Minutes - APPROVED



Meeting	Corporation
Date	04 March 2019
Time	5:00pm
Venue	E2.01

Corporation members present	In attendance (specific attendance indicated in brackets)	Apologies
Rosie Beswick Paul Birch Dan Blasczyk, Staff governor (1-6 & 8-11) Graham Guest, Principal Paul Hinkins, Chair Geoff Layer Chris Pallett Jim Welch, Staff governor (1-6 & 8-11)	Martyn Hasell, Director of Finance (Tribal and 6) Katherine Kynaston, TWC (1-6 & 8-11) Phillip Moseley, Tribal (Presentation item) Steph Morley, Clerk to the Corporation Tony Noonan (Presentation & Discussion items) Janet Stephens, Deputy Principal	Gail Bleasby Anna Brennand Lindsey Ellis Manny Uppal

No.	Item	Action
PRESENTATION		
	Benchmarking the college and its performance	
	<p>P.Moseley introduced himself and explained he had been involved in a piece of work to benchmark the college and its performance against high quality, low cost colleges. Three data sets had been used to produce the report – 2016/17 TCAT actual, 2017/18 Telford College actual and 2018/19 Telford College budget – which was key to showing the journey the college had been on.</p> <p>P.Moseley briefly explained the methodology used and reported the following project outputs:</p> <ul style="list-style-type: none"> - There had been an improvement of £2.81m in the core operational margin - Significant progress had been made to address financial inefficiencies and resize the expenditure profile against a backdrop of decreasing income - Pay expenditure had decreased from 77.6% to 70.9%, an actual reduction of £3.85m - Teaching financial productivity had improved by 3.1%; this was lower than other colleges, however achievement had improved by 4.7% points - The core position, although improved, remained lower than the group comparison - Suggested areas to review were exam costs, return on business development, teaching financial productivity, IT non-pay costs, staff travel, telecoms/networks and stationary/reprographics <p>P.Moseley then presented graphics illustrating how these outputs had been identified. The graphics showed the college’s profile journey and highlighted areas for further discussion.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation noted how the presentation had provided a considerable amount of detail and intelligence that could inform future decision making. G.Guest confirmed</p>	

	<p>the report would influence the budgeting process for 2019/20 onwards and Student Services would be reviewed during the planning of the 2019/20 budget.</p> <p>It was noted the increased resourcing of business development had been a conscious decision as it had been necessary to put more resource behind the apprenticeships and employer engagement work. P.Moseley noted there were no right or wrong results but the information helped to develop understanding and make informed choices.</p> <p>The Corporation thanked P.Mosely for his work and for presenting his findings.</p>	
DISCUSSION		
	Improving teaching through learner reviews	
	<p>G.Guest introduced the item, explaining it had been prompted by M.Nicol at a previous meeting when he had suggested it would be useful for the Corporation to properly understand the rationale behind the removal of observations and graded teaching. He passed the discussion to T.Noonan, who was working with the college this year to support quality improvement.</p> <p>T.Noonan introduced himself and informed the Corporation he had been previously worked as a senior Ofsted inspector. He explained several years ago Ofsted had stopped formal lesson gradings and many colleges followed. Ofsted's proposed new framework continued this approach. Graded observations were a stressful experience for teaching staff and any feedback provided was often overshadowed by the grade. Staff were usually aware of when the observations would take place and those receiving good grades could become complacent, forgetting about the experience until the following year. He understood the governors' need to know it was working and suggested the best measure of success ultimately was achievement.</p> <p>Telford College had moved towards an approach where the focus was a conversation about professional development and self-assessment/reflection was an essential part of that process. These were known as learning reviews.</p> <p>The Corporation reflected on how practice had changed over recent years and agreed there was a danger of complacency where 'outstanding' gradings were issued. A culture of continuous improvement was really important. They also noted the greater emphasis on 'value-added' within Ofsted's new framework, which focused on the student's journey and the difference being made, rather than only look at achievement.</p> <p>G.Guest suggested a short report incorporating half a dozen indicators could be produced to provide the Corporation assurance about how the college was improving quality, any key areas for improvement and the corrective action being taken. The Corporation welcomed this, in particular the information about areas of concern.</p> <p>J.Welch shared his experience of being graded as a teacher and the new learner review process. He noted the increased amount of administrative work required following the removal of the dedicated support previously in place and the impact this had had on teacher workload. G.Guest would report back on this at the next meeting.</p>	<p><i>Clerk to factor curriculum reviews and Ofsted framework into future agendas</i></p> <p><i>Principal to implement</i></p> <p><i>Principal to report back</i></p>

CORPORATION BUSINESS

1.	Welcome, introductions and apologies											
	<p>The Chair welcomed everyone to the meeting, especially D.Blasczyk who was attending his first meeting as the new staff governor (Business support). Apologies had been received from G.Bleasby, A.Brennand, L.Ellis and M.Uppal.</p> <p>The Chair took the opportunity to inform the Corporation this would have been A.Brennand’s last meeting and recorded his thanks for all she had done for Telford College, New College Telford and the local business community as the CEO of the Ironbridge Gorge Museums Trust. The Corporation wished her well with her new role.</p>	<i>Clerk to update register</i>										
2.	Declarations of Interest											
	<p>The Clerk reported no declarations had been received in advance and the following standing declarations were noted:</p> <ul style="list-style-type: none"> - P.Hinkins, as Managing Director of Business Watch Guarding - P.Hinkins, as Vice Chair of the Marches Local Enterprise Partnership - G.Layer as Vice Chancellor of the University of Wolverhampton 	<i>Clerk to update register</i>										
3.	Confidential matters											
	<p>It was agreed there was a need to hold the following items in Confidential session for the given reasons:</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Item/report</th> <th>Reason</th> </tr> </thead> <tbody> <tr> <td>7 – Growth Strategy update</td> <td>17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)</td> </tr> <tr> <td>12 – 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>13 – LEP Skills funding</td> <td>17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)</td> </tr> <tr> <td>14 – 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	7 – Growth Strategy update	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)	12 – 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)	13 – LEP Skills funding	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)	14 – Confidential minutes	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)	<i>Clerk to update register</i>
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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 05 February 2019 were APPROVED as a true record.</p>	<i>Clerk to file</i>										
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>Apr18-02: the report was currently being drafted and would be ready to present shortly.</p> <p>Nov18-01: the Governance Action Plan had been circulated for governors’ feedback. In response to comments at the previous meeting about the volume of meeting paperwork, she had agreed with the Chair the non-statutory document did not need to be formally presented for approval and would be signed off by the Chair, Vice Chair and Principal after updating the plan as a result of governor comments.</p> <p>Dec18-09: J.Stephens reported the implementation of harmonisation was progressing and the next meeting as part of the process was scheduled for 06 March 2019.</p>											

	<p>Dec18-14: No applications for the governor vacancies had been received therefore the recruitment deadline would be extended. Vacancy details would be re-circulated and governors were asked to share again with their own networks. It was noted it was particularly important to recruit to the vacant positions of Chair of the Audit Committee and Finance link governor.</p> <p>Feb19-02: Apprenticeships regional comparator data would be incorporated into future reports.</p> <p>Feb19-05: The agenda had been reworked to allow more time for discussion. This new format would continue and be constantly reviewed to ensure key business decisions were not lost or delayed.</p> <p>The Chair reinforced the importance of recruiting governors with the right skillsets and talking to people about the role and its expectations. He asked Corporation members to do this within their own networks.</p>	<p><i>Clerk/ All governors</i></p>
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FINANCIAL HEALTH		
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5.	Management accounts to 31 January 2019	
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	<p>M.Hasell presented the management accounts for the period ending 31 January 2019. Income was £9.5m to date, £478k short of the budget. Savings continued to be made in both pay and non-pay expenditure. The overall operating loss was £620k, which was £20k favourable to budget.</p> <p><u>Key risks:</u></p> <p>Forecast outturn (Green) – this had been updated and had improved by £165k. Income had been reduced by £200k to reflect the ongoing apprenticeships challenge and the income shortfall against the Cosford contract plan.</p> <p>Apprenticeships (Red) – this remained a challenge and a high risk due to lower than planned recruitment. The <u>full year</u> income forecast was now £680k adverse to budget. Digital marketing was being explored and resources were being put in place to increase sales activity. The team was also focused on securing in-year achievements.</p> <p>AEB (Green) – this had improved to a Green risk as the income target was expected to be achieved by year end. New opportunities had been identified and more in-house work was being explored to maximise the profit margin.</p> <p>HE (Red) – this would remain a red risk throughout the year due to the single enrolment period.</p> <p>Pay cost (Green) – this had been improved to a Green risk as the pay cost forecast had been reduced by £400k. This was to reflect the savings generated to date due to income shortfall and senior management changes, while being mindful of the impact of the National Living Wage increases from April 2019.</p> <p>Cash (Amber) – cash was down on the expected position due to a delayed final drawdown from the TU.; however, the forecast for the next few months had improved and use of the overdraft was no longer being forecast due to the delay of capex expenditure and the early receipt of payments.</p> <p>Sale of assets (Amber) – this was an Amber risk due to delays and sales were now forecast to take place in April 2019.</p>	
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	<p>M.Hasell also highlighted the following:</p> <p>External provision</p> <ul style="list-style-type: none"> - Budget heading errors had been uncovered and will be rectified to give an accurate picture of expenditure - Premises costs remained a challenge, largely due to unbudgeted cost of maintaining King St until sale - Savings were being made within Equipment and computer maintenance to subsidise the premises overspend - Staff travel/subsistence was adverse to budget, largely due to the removal of the fleet cars and unexpected costs - Bank interest was adverse to budget due to the delay to the King St sale - The Legal and professional fees budget would be increased due to the additional work required for the NCT accounts (17/18 short period) <p>M.Hasell reported there was nothing to bring to the Corporation’s attention from the Income & expenditure report and the balance sheet.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked about the rationale for the removal of the car fleet. M.Hasell explained one car from a pool of eight remained. He was not convinced having a fleet was essential for the college and could result in a cost saving as they were not fully utilised. Staff were now driving their own cars, which had not received opposition. The Corporation noted fleet cars had the additional use as mobile marketing if branded.</p> <p>The Corporation enquired about the unexpected travel and subsistence costs were. M.Hasell explained there had been food/drink expenses and no-show claims from assessors which were being fully reviewed and would be challenged where appropriate.</p> <p>The Corporation noted more staff members had obtained licences to drive the college minibus, which would ultimately reduce coach hire costs.</p> <p>The Corporation asked whether scenario planning had been undertaken for pension liabilities. M.Hasell explained pension increases for this year would be funded. It had been budgeted for but the actual amount was much higher than anticipated. This would be factored into future budgeting exercises.</p>	
TEACHING, LEARNING & ASSESSMENT		
6.	Attendance and retention	
	<p>G.Guest referred the Corporation to his report and explained attendance still remained a concern but was improving on a weekly basis. Attendance was a constant focus for management and action was being taken. Retention, however, was higher compared to the same point last year so lower than expected attendance was not leading to students leaving the college. Reporting would be moving towards predicted achievement, with focus on the required interventions to ensure students achieve their potential. This would be available for the Corporation to discuss at its next meeting.</p> <p>The Corporation asked whether there was a correlation between non-attendance and outcomes. G.Guest reported there was not, with some of the highest attended courses in 2017/18 having the lower achievement rates, demonstrating why attendance should only be used as a proxy indicator for achievement.</p>	<p><i>Principal to present at next meeting</i></p>

	<p>The Corporation asked if there were any themes when looking at reasons for non-attendance. G.Guest explained there were no common themes but the move to a single campus had not been as smooth as would have been liked, which had resulted in a knock-on effect on student attendance. He informed the Corporation the college now had the experience of operating a single site and the planning activity to prepare for 2019/20 had begun six months earlier than the previous year. K.Kynaston acknowledged students making late decisions, some due to schools changing their entry requirements at a late stage, had also impacted on planning and work was happening to improve knowledge of school leavers' intended destinations.</p>	
LEADERSHIP & GOVERNANCE		
7.	Growth Strategy update	
	This item was moved to the Confidential session.	
8.	Safeguarding report	
	<p>G.Guest reminded the Corporation the figures within the report were not a like-for-like comparison against the previous year due to a change in categories for this year. All future reports would be based on these categories. Incidents of mental health continued to be the largest reporting issue at the college. The report listed the activity taking place to support students, including reviewing the tutorial system and supporting general wellbeing. G.Guest reported there was nothing of significant concern.</p> <p>G.Guest referred the Corporation to the recent fatal incidents involving young people around the country. He was reviewing the overall security of the campus, given its open nature, and considering closing down all but one points of entry to create a single entrance/exit into the college. He stated the impact on campus culture and the perception of safety/fear of crime would be considered as part of the decision.</p>	
FINAL BUSINESS		
9.	Self-assessment and reflection	
9.1	<p><u>General improvements/good ways of working</u> The Corporation welcomed the reduction in paperwork and the creation of more time for discussion and presentation.</p> <p>The Clerk informed the Corporation she was exploring different online board management systems but before undertaking an in-depth review she asked for confirmation of an appetite for such a system, which would remove the need for password protected files, create a secure document repository/archive and enable governors to annotate their meeting packs. The Corporation agreed the Clerk should continue to explore the options and suggested she look at existing Microsoft capabilities which may have all the desired functionality.</p>	<i>Clerk to explore</i>
9.2	<p><u>Risk identification</u> The Corporation requested management ensured pension liability was incorporated into the strategic risk register.</p>	<i>Deputy Principal to action</i>
10.	ELT Q&A	
	The Chair reminded the Corporation he had requested the first topic addressed during this new agenda item be senior management turnover. G.Guest understood the Corporation's concern and he had addressed this perception at the staff development	

	<p>day in January 2019. He explained the original management structure put in place during the lead up to the merger had been what was required at the time to continue the recovery and deliver the merger. Once the college had reached a more stable position, a leaner senior management structure was more appropriate. He informed the Corporation some of the senior managers no longer at the college had resigned and moved onto their next opportunity; however, not everyone suited the high pressure, high profile nature of the work and these individuals had been supported prior to their departure. He also noted there had been twelve internal promotions of 'shining stars'.</p> <p>The Corporation asked if exit interviews were undertaken for those choosing to leave the organisation. G.Guest confirmed they were and that no common themes had been identified. He noted general staff turnover at the college was not high.</p> <p>The Corporation asked if there was a risk of over-promoting staff members. G.Guest did not believe so and informed the Corporation those recently promoted to middle management positions were being supported through a management development programme delivered by the Said Business School. He stated the college had a good staff team with the capacity to deliver.</p>	
11.	Any other business	
11.1	<p><u>Marketing</u></p> <p>The Corporation asked for an update on staffing within the marketing team following the discussions at the last meeting. G.Guest informed the Corporation a permanent manager had been appointed last week and would start in the role the following month. In the interim period, more use was being made of the external consultant the college worked with, interim management support was in place and more administrative support had been put in place.</p>	
CONFIDENTIAL ITEMS A separate, more detailed minute of the Confidential session was taken		
7.	Growth Strategy update	
	J.Stephens gave an update on progress with progressing each of the 'hubs' within the Curriculum Growth Strategy.	
12.	The sale of the King St campus	
	G.Guest provided an update on the sale of King St. As the completion of the sale had not occurred by the given deadline, the college would revert back to the Corporation's decision on 10 December 2018 to go to the open market.	
13.	LEP Skills funding update	
	G.Guest provided an update on the skills funding received from the Marches LEP.	
14.	Minutes of the last meeting (Confidential session)	
	The minutes of the Confidential session during the meeting held 05 February 2019 were APPROVED as a true record.	<i>Clerk to file</i>

The meeting closed at 7:15pm