

Minutes - APPROVED



Meeting	Corporation
Date	07 May 2019
Time	5:00pm
Venue	E2.01

Corporation members present	In attendance (specific attendance indicated in brackets)	Apologies
Rosie Beswick Paul Birch Gail Bleasby (via Skype connection) Dan Blasczyk, Staff governor (1-13) Graham Guest, Principal Paul Hinkins, Chair Geoff Layer Chris Pallett Jim Welch, Staff governor (1-13)	Martyn Hasell, Director of Finance (5 & 6) Katherine Kynaston, TWC (1-13) Steph Morley, Clerk to the Corporation Tony Noonan, Consultant (Discussion item) Janet Stephens, Deputy Principal	Lindsey Ellis Manny Uppal

No.	Item	Action
DISCUSSION		
	Teaching, learning and assessment (TLA) - curriculum reviews	
	<p>T.Noonan delivered a presentation to the Corporation regarding the curriculum review process, covering:</p> <p><u>Purpose of curriculum reviews</u></p> <ul style="list-style-type: none"> - Identifying, sharing and implementing good practice - Ensuring consistency of good or better quality of provision across all areas - Working together to raise standards of all aspects of teaching, learning and assessment and, ultimately, student achievement <p><u>Scope of the reviews</u></p> <ul style="list-style-type: none"> - Will be undertaken for all curriculum areas and each will last four days - The review team comprised a lead reviewer, three managers, an SLT member and/or a Learner Manager, and they are notified of the date in advance - Where possible, they are aligned to other activity to reduce duplication (for example learning reviews now take place during the curriculum review process) <p><u>Role of the review team</u></p> <ul style="list-style-type: none"> - OUTCOMES: Analysis of data, including attendance and punctuality; qualifications (retention and achievement rates) and value added data; and destinations - TLA: identifying the quality of TLA – observing all teachers with comprehensive verbal and written feedback; meeting with teaching staff; and learning reviews/walks - PDBW: covering broader development and enrichment, including independence, wellbeing and careers advice – observing tutorials/reviews of personal targets and meeting with students 	

	<ul style="list-style-type: none"> - L&M: development of English and maths skills; students’ understanding of equality, diversity, safeguarding, British values and Prevent; and meeting with managers and staff <p><u>Immediate and long-term impact</u></p> <ul style="list-style-type: none"> - Feedback meeting and written report provided, leading to ownership and immediate improvement - Report sets out recommendations, the basis of the Curriculum Review Action Plan - All learner managers have been part of at least one review team and are developing their evaluative skills, with a view to taking the Lead Reviewer role in future processes - Curriculum reviews will feed into the drafting of the Curriculum Area SARs/QIPs and ultimately the cross-college SAR/QIP <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked whether all the reports for the reviews carried out to date had been made available to staff. T.Noonan confirmed they had been made available via a combination of an email and shared drive, however it was acknowledged the more recent reports may not have added to all-staff emails.</p> <p>The Corporation asked how the review team knew what ‘good’ looked like. T.Noonan explained the introduction of curriculum reviews had been a developmental process in itself. The Ofsted framework was used as the basis for assessing quality, which is what the college would be assessed against during an inspection. The reviews were generating a considerable amount of discussion about quality and peer reviewers were being both supportive and honest. He was confident most teaching staff were aware of what good looked like and were continually improving.</p> <p>G.Guest added T.Noonan was working with staff to build their capacity and the shift from a 40 minute lesson to a much broader approach was key to improving quality. The Corporation noted this approach was key to creating a culture of continuous improvement and it was important for them to understand now quality was assessed and improved across the college.</p> <p>The Corporation asked if there was a process for reviewing the improvement plan. T.Noonan confirmed there was – through the QIP review process – with the ultimate measure of progress being student outcomes and achievement.</p> <p>The Corporation asked if there would be value in involving a peer from another curriculum area in the learning walks. T.Noonan confirmed learner managers from across the college were involved in reviews outside their own curriculum areas. Learning walks were an important part of the support and development activity between a learner manager and teaching staff – dedicated time for them to observe, provide feedback and work together to improve the quality of teaching and learning, which should be the key focus of the learner manager role.</p>	<p><i>Principal to circulate reports</i></p>
CORPORATION BUSINESS		
1.	Welcome, introductions and apologies	
	<p>The Chair welcomed everyone to the meeting. Apologies had been received from L.Ellis and M.Uppal.</p>	<p><i>Clerk to update register</i></p>

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 <u>Deputy</u> Chair of the Marches Local Enterprise Partnership - G.Layer, as the 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" data-bbox="240 600 1289 786"> <thead> <tr> <th data-bbox="240 600 568 636">Item/report</th> <th data-bbox="568 600 1289 636">Reason</th> </tr> </thead> <tbody> <tr> <td data-bbox="240 636 568 712">14 – Confidential minutes</td> <td data-bbox="568 636 1289 712">17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)</td> </tr> <tr> <td data-bbox="240 712 568 786">15 – Telford Partner Board</td> <td data-bbox="568 712 1289 786">17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (commercial sensitivity)</td> </tr> </tbody> </table>	Item/report	Reason	14 – Confidential minutes	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)	15 – Telford Partner Board	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (commercial sensitivity)	<i>Clerk to update register</i>
Item/report	Reason							
14 – Confidential minutes	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)							
15 – Telford Partner Board	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (commercial sensitivity)							
4.	Minutes of the last meeting and matters arising							
<p>4.1</p> <p>4.2</p>	<p><u>Minutes of the last meeting</u> The minutes of the meeting held 08 April 2019 were APPROVED as a true record.</p> <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>Apr18-01: recommendations regarding the contract for security provision would be presented to the Corporation for decision at the meeting on 03 June 2019.</p> <p>Apr18-02: the combined performance report was attached. The report was produced on a monthly basis and would now be presented to the Corporation at every meeting. J.Stephens referred the Corporation to the red-rated KPIs and explained these related to the areas of concern discussed at every meeting (attendance and apprenticeships).</p> <p>Nov18-09: the recommended change to the senior post holder reviews had been implemented and reviews were underway during May/June 2019.</p> <p>Dec18-09: J.Stephens reported the harmonisation consultation deadline had been extended to May 2019 half-term to allow the unions to discuss the extend the redundancy protection to three years (effective from the point of merger – December 2017). She confirmed there was no planned redundancy during this period.</p> <p>Mar19-07: Limited progress had been made with the action to explore a low cost option for an online board management portal; however the Clerk was confident a solution would be in place for the start of the 2019/20 academic year.</p> <p>Apr19-02: letters were being sent that week to potential candidates with the required skillset and expertise to be a Telford College governor and would be followed up with a phone call.</p> <p>Apr19-03: the use of Skype was being trialled at that meeting.</p>	<i>Clerk to file</i>						

	<p>Apr19-04: G.Guest confirmed insurance cover was in place for members of staff visiting students' homes. He informed the Corporation this was not a regular occurrence and when it took place the lone working policy was followed.</p> <p>Apr19-05: J.Stephens confirmed the FA had been approached regarding mental health ambassadors and a formal response was awaited.</p> <p>Apr19-06: it was proposed the meeting scheduled for 02 July 2019 would be used for the informal offsite session and an additional meeting would be arranged for 29 July 2019.</p> <p>Apr19-07: the mapping activity of the new College Oversight Policy triggers against the college KPIs was still in progress.</p>	<p><i>Clerk to send out confirmation</i></p>
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FINANCIAL HEALTH

5.	Management accounts to 31 March 2019	
	<p>M.Hasell presented the management accounts for the period ending 31 March 2019 and reported the trends seen in previous months had continued.</p> <p>Income was just over £12.5m to date, £491k adverse to budget. Savings continued to be made in both pay and non-pay expenditure and the overall operating position was £172k favourable to budget.</p> <p><u>Key risks:</u></p> <p>Forecast outturn (Green) – no update had been made to the forecast outturn. Loss at year-end was still forecast as £616k, £400k favourable to budget.</p> <p>Apprenticeships (Red) – this remained a challenge and a high risk. The enrolment target for March 2019 had been missed by only 6 and a total of 56 new starts had been secured that month. The forecast full year income was £2.5m compared to an original target of £3.4m.</p> <p>AEB (Green) – this continued to be a Green risk. Income had been £8k favourable to budget by 31 March 2019, with income set to further increase over the final months of the academic year.</p> <p>HE (Red) – this remained a red risk throughout the year due to the single enrolment period.</p> <p>Cash (Amber) – cash had been more positive than expected as the college entered the low point of the annual cash cycle. There had been no need to utilise the agreed overdraft and was not expected to be needed throughout the rest of the year.</p> <p>Sale of assets (Amber) – this remained an Amber risk due to the sale of The Whitehouse Hotel continuing and not taking place in April 2019 as originally expected.</p> <p>Pay cost (Green) – this continued to be a Green risk as savings versus budget continued to be incurred. The full year cost was forecast as £13.9m versus a budget of £14.8m</p> <p>M.Hasell also highlighted for pay costs:</p> <ul style="list-style-type: none"> - The TPS contribution was rising from 16.4 to 23.8% and would be funded for 2019/20 only through two payments (September and April). The estimated annual financial impact of the increase was £320k 	

	<ul style="list-style-type: none"> - The LGPS contribution was currently at 14.7%, fixed to March 2020. There would be a revaluation process and it was uncertain at present what the new value may be <p>M.Hasell also highlighted for non-pay costs:</p> <ul style="list-style-type: none"> - Premises remained adverse to budget following the delayed sale of King St and continued campus wear and tear - IT and computer maintenance continued to generate savings - Subscriptions and licenses were being reviewed following merger - Travel costs were adverse to budget, partially offset by the decreased fleet cost - Staff recruitment costs were adverse but were reducing proportionately as the year progressed - Savings had been made for insurance following the sale of King St and contract reviews - Depreciation was lower than expected due to delayed capital expenditure <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation referred to the revised forecast apprenticeship numbers and asked for clarification of rationale for the changes. M.Hasell explained he had revised the numbers to reflect the actual figures for August 18 to February 19, with the remainder of the academic year being forecasted figures. He confirmed the budget had not been changed mid-year but the forecast had. The Corporation asked for this to be made clear on future reports to ensure original budget/targets remained alongside revised forecasts.</p> <p>The Corporation asked if there had been a reduction in staff numbers, which had resulted in the challenges associated with apprenticeships enrolment. G.Guest confirmed there had been no deliberate reduction in headcount within the Employer Engagement & Apprenticeships team. Where the provision had reduced, vacant positions had not been filled; however management and sales capacity had been built within the team, which was also currently benefitting from consultant support. He reminded the Corporation the Tribal report, presented in March 2019, had shown the college was above the average amount of investment made in this area. The Corporation acknowledged apprenticeship enrolment was both a regional and national problem, with the trend towards employers looking at AEB exacerbating the issue.</p> <p>The Corporation asked to be reminded of the sector average for pay-to-income ratio. J.Stephens reported around 65% was ideal. The college was on track to achieve the target submitted within the TU bid, with the YTD figure being slightly better than budget (74.5% versus a budgeted 75.3%). The full year forecast was set to be 67%.</p>	<p><i>M.Hasell to action</i></p>
<p>6.</p>	<p>Fees Policy</p>	
	<p>M.Hasell presented the draft Fees Policy 2019/20 for approval and explained the proposed changes:</p> <ul style="list-style-type: none"> - The introduction of charges for resits where students had failed to attend without good reason; - The ability of levy-paying employers to transfer allocation through the supply chain - Clarity regarding the process for issuing refunds (now to be signed off by the Director of Finance) - Updated HE fees following a review of the local market <p>The Corporation requested updated policies are accompanied by either the previous policy or an explanation of the key changes.</p>	<p><i>ELT/SLT to action</i></p>

	<p>The Corporation noted the Fee Rate section may not be clear to (prospective) students and requested it be amended to reflect the possibility the fee for the second year of a two-year course could change.</p> <p>The Corporation noted the reference to maintenance grants/loans within the draft policy and were of the opinion this was no longer available to students. They asked for this to be checked and, if correct, the policy amended to reflect this.</p> <p>The Corporation asked how refunds were reported back through to governors. M.Hasell confirmed this was not currently done but could be incorporated into the commentary within the monthly management accounts.</p> <p>The Corporation APPROVED the Fees Policy subject to the following amendments:</p> <ul style="list-style-type: none"> - the possibility of the fee for the second year of a two-year course changing - the removal of the reference to maintenance grants if no longer provided 	<p><i>M.Hasell to amend</i></p> <p><i>M.Hasell to check (and amend)</i></p> <p><i>M.Hasell to action</i></p>
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LEADERSHIP & GOVERNANCE

7.	Management report	
	<p>G.Guest presented his report and highlighted the following:</p> <p>7.1 <u>Aviation Hub</u> This project was progressing well and there had been further applications for 2019/20 since the publication of the report. Enrolment numbers for September 2019 were positive.</p> <p>7.2 <u>VR/AR</u> The project would soon be moving to a more commercial setting, following the considerable amount of interest and visit requests received. The college would charge for the hire of the suite, which would be used to reinvest into the further development of the technology. He reported 850 students to date had used the VR/AR suite since January 2019, who were the college's best marketing tool for the facilities.</p> <p>7.3 <u>Telford and Wrekin post-16 education review</u> The government had announced a review of Level 3 qualifications and below, with a view to driving T-Levels. Alongside this, a number of secondary schools within the borough had expressed an interest in opening or expanding sixth form provision. Telford & Wrekin Council was suggesting a coordinated approach in response to the schools' requests and the announced national review, alongside the knowledge of the number of young people choosing provision outside the borough. Following the first meeting on 30 April 2019, the council had agreed to gather more information to inform the review and the challenge of finding work placements for T-Level students with local employers had been acknowledged.</p> <p>7.4 <u>English and maths</u> The college's achievements had been acknowledged within the national league tables - fourth and fifth place for GCSE English and maths respectively. This placed the college as top for both English and maths GCSE passes within a 50 mile radius of the campus.</p> <p>7.5 <u>Minimum standards</u> The college had been notified by the ESFA apprenticeship provision in the areas of Health & Social Care, Childcare, Management and Catering had fallen below the minimum standards for 2017/18. This related to legacy provision from New College Telford and an action plan would be developed, implemented and monitored via</p>	

	<p>quality performance meetings. The minimum standards notice applying to the college's 16-18 provision had been lifted due to significantly improved performance.</p> <p>7.6 <u>Employer engagement</u> A niche was developing with the healthcare sector as the college was now working with the Shrewsbury & Telford Hospital Trust, New Cross Hospital, the Wye Valley Trust and the Shropshire Community Health Trust.</p> <p>7.7 <u>Sector update</u> The following items were brought to the Corporation's attention:</p> <ul style="list-style-type: none"> - the new College Oversight (intervention) policy - the announcement of twelve Institutes of Technology, nine FE colleges and three universities - the launch of T-Level knowledge hubs by the DfE - a call for the prioritisation of high-level apprenticeships by the CEO of the University Vocational Awards Council, the confusion within the educational press around apprenticeships and the lack of a clear national strategy <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked when the VR/AR suite would become self-sustaining. G.Guest reported this was unclear and a pilot project would first be undertaken; however, the primary focus of the VR/AR suite was the enhancement of the college's teaching, learning and assessment, which would remain the priority for the suite's use.</p> <p>The Corporation referred to the local post-16 review and asked if this was an opportunity to work in partnership, rather than competition, with local schools. G.Guest confirmed it was and discussions would take place where there was an appetite to do so.</p> <p>The Corporation asked if other colleges had been approached to provide an external perspective to the curriculum reviews. G.Guest informed the Corporation, through the successful Strategic College Improvement Fund (SCIF) bid, a good working relationship had developed with Halesowen College, with good practice being shared between the two colleges. The Chair informed the Corporation this was also being done at a strategic level - he had recently met with the Principal of Halesowen College and had benefitted from sharing good practice, experience and lessons learned.</p> <p>The Corporation noted the improved stakeholder relationships with large local employers and acknowledged this was an important element of the college's recovery.</p>	
8.	Reports to the Corporation	
8.1	<p><u>Student governors</u> Due to apologies received, this item was not discussed.</p> <p>8.2 <u>Staff governors</u> J.Welch raised the issue of early course completion and the difficulty with keeping students in college until the end of term. G.Guest agreed this was a challenge and there was a balance to be struck between encouraging completion and ensuring students remained at college, for example if the college was notified of an Ofsted visit there would be a limited number of students for the inspectors to speak with. He explained this would be addressed on a case-by-case basis and all early completions would need to be signed off by the appropriate learner manager.</p>	

TEACHING, LEARNING & ASSESSMENT		
9.	Attendance, retention and predicted achievement	
	<p>G.Guest reported there had been no major change since the last report to the Corporation and attendance remained a concern, however there had not been a significant drop in attendance which was common during quieter periods in the college calendar. Retention was monitored on a weekly basis and remained good. There had been no further meetings regarding predicted achievement since the last report – these were taking place on 06/07 June 2019. Attendance for English and maths remained the biggest concern. Students identified as being high risk non-attenders had been allocated mentors within the management team, who would be keeping in regular contact and providing encouragement for attending exams.</p>	
10.	Safeguarding	
	<p>G.Guest referred to the report and noted the increased number of reported incidents compared to the same period last year, although comparisons were not necessarily accurate due to the change in reporting categories. Mental health continued to be the primary category type of reported incidents. Workshops led by The Samaritans were planned during May 2019, focused on mindfulness and coping strategies for dealing with depression and anxiety, with an element of flexibility to respond to emerging issues. Next year’s tutorial programme would incorporate resilience.</p> <p>The Corporation noted the reference to the incorrect use of CPOMS in a recent ‘all-staff’ email and asked what this referred to. G.Guest informed the Corporation there was a culture of over-reporting, which was not helpful when trying to focus resources on where they were most needed. Clarity had been provided to staff and the key messages from the initial training were being reinforced; however G.Guest acknowledged the real solution was culture change.</p>	
FINAL BUSINESS		
11.	ELT Q&A	
	There were no questions from members of the Corporation.	
12.	Self-assessment and reflection	
12.1	<p><u>General improvements/good ways of working</u> The Corporation was pleased the Skype trial had worked and welcomed its use in future. G.Bleasby confirmed the connection had been clear.</p> <p>It was agreed the KPI dashboard would be presented as a separate standing item at each meeting.</p>	<i>Clerk to add to agenda</i>
12.2	<p><u>Risk identification</u> No further risks were identified.</p>	
13.	Any other business	
	<p>The Chair reminded Corporation members of the following upcoming events:</p> <ul style="list-style-type: none"> - Launch of the new music centre (14 May) - Bank of England briefing (15 May) - Annual awards evening (19 June) 	

CONFIDENTIAL ITEMS

A separate, more detailed minute of the Confidential session was taken

14.	Minutes of the last meetings (Confidential session)	
	The minutes of the Confidential sessions during the meetings held 04 March 2019 and 08 April 2019 were APPROVED as a true record.	
15.	Principal's update	
	The Principal provided updates on the following: <ul style="list-style-type: none">- Telford Partnership Board- Partnership working with the Learning Community Trust- The Whitehouse Hotel	

The meeting closed at 7:15pm