

Minutes - APPROVED



Meeting	Corporation
Date	03 June 2019
Time	5:00pm
Venue	E2.01

Corporation members present	In attendance (specific attendance indicated in brackets)	Corporation apologies
Rosie Beswick Dan Blasczyk (staff governor) Gail Bleasby, Vice Chair Lindsey Ellis (student governor) Graham Guest, Principal Paul Hinkins, Chair Geoff Layer Chris Pallett Jim Welch (staff governor)	Martyn Hasell, Director of Finance (Items 6&7) Alan Lewis, Director of Projects, IT & Estates (Item 6) Stephanie Morley, Clerk to the Corporation Paul Roberts, HLC (Confidential Session 1) Janet Stephens, Deputy Principal Heather Wheeler-Jones, Director of HR (Item 9)	Paul Birch Manny Uppal

No.	Item	Action						
CORPORATION DISCUSSION - CONFIDENTIAL SESSION 1 A separate, more detailed minute of the Confidential session was taken								
-	Kickstart							
	The Corporation received a presentation from P.Roberts on the findings from his 360° review of Kickstart.							
CORPORATION BUSINESS								
1.	Welcome, introductions and apologies							
	The Chair welcomed everyone to the meeting. Apologies had been received from P.Birch, K.Kynaston and M.Uppal.	<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 were noted: <ul style="list-style-type: none"> - P.Hinkins, as Managing Director of Business Watch Guarding - P.Hinkins, as Deputy 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							
	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>17 – Minutes of the Confidential session</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>18 – The Telford Partner Board update</td> <td>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	17 – Minutes of the Confidential session	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)	18 – The Telford Partner Board update	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (commercial sensitivity)	
Item/report	Reason							
17 – Minutes of the Confidential session	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)							
18 – The Telford Partner Board update	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	
4.1	<u>Minutes of the last meeting</u> The minutes of the meeting held 07 May 2019 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 further to the report: Dec18-09: J.Stephens reported the harmonisation process was still ongoing and a response from unions was expected later that week. Mar19-02: G.Guest reported he was meeting with T.Noonan to discuss the reporting template, which would be used from September 2019 onwards. Mar19-07: The Clerk reported governors' IT accounts for college would be set up to allow Moodle to be used as an online board management software. Mar19-10: No response had yet been received to the LEP Skills funding audit. Apr19-02: From the potential candidates written to, no-one had yet expressed an interest in becoming a governor. P.Hinkins informed the Corporation the next step would be to explore the use of governor recruitment agencies as it was critical the vacancies were filled. Apr19-05: J.Stephens reported the FA was looking to link the college into their national-level work on mental health. It was hoped they would deliver a one-off piece of work with students.	
5.	KPI dashboard	
	J.Stephens presented the new monthly report and highlighted: Attendance: falls in attendance were expected this time of year as the college's focus had shifted to achievement. Achievement: 19+ apprenticeships had been flagged as amber due to only classroom data being available at the time of the report's production. Finance: the report was showing financial improvements, which were to be discussed during later items. CORPORATION QUESTIONS/COMMENTS The Corporation asked when value-added data would be incorporated into the reports. J.Stephens explained the college was looking at buying into a service that would help to produce accurate and meaningful data.	
FINANCIAL HEALTH		
6.	The provision of security services	
	Due to his declared interest, P.Hinkins left the meeting for this item. G.Bleasby took the Chair for this item	

	<p>A.Lewis presented his report to the Corporation. He explained he had submitted an invitation to tender through the ESPO system, which had included a clear description of the service requirements and scoring process. A total of thirteen companies received the invitation to tender and responses were received from five of those, which were scored against the tender criteria. Price was given a 40% weighting as this was not the only aspect considered for each tender. Due to the contract specification being misread by some companies, the tendered prices were adjusted accordingly to reflect this – this exercise only changed the companies in 3rd and 4th positions. The highest scoring tender was from Business Watch Guarding (BWG) and the recommendation was for the contract to be awarded to BWG.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked for clarification of why the contract required approval from the governing body. A.Lewis explained the recommendation was being presented to the Corporation to ensure the decision-making was robust and transparent, given the Chair’s known declaration of interest.</p> <p>The Corporation asked who had been involved in the scoring exercise. A.Lewis reported he had undertaken the initial scoring, which had then been reviewed by the Finance team.</p> <p>The Corporation:</p> <ul style="list-style-type: none"> - NOTED the process which had been undertaken; and - APPROVED the recommendation for the 3-year manned guarding contract to be awarded to Business Watch Guarding <p>**P.Hinkins returned to the meeting and resumed as Chair**</p>	
<p>7.</p>	<p>Management accounts to 30 April 2019</p>	
	<p>M.Hasell presented the management accounts for the period ending 30 April 2019 to the Corporation. He explained some ground had been lost but the college remained favourable to budget. Income loss had been compensated by savings.</p> <p>Income was £14.7m to date, £711k adverse to budget. Savings continued to be made in both pay and non-pay expenditure and the current overall operating position was £14k favourable to budget.</p> <p><u>Key risks:</u></p> <p>Forecast outturn (Green) – no update had been made to the forecast outturn. The full year forecast was a loss of £616k, which was more than £450k favourable to budget.</p> <p>Apprenticeships (Red) – this remained a challenge and high risk. The enrolment target for April 2019 had not been achieved – 46 enrolments had been achieved compared to a target of 70 – and the team had been tasked with recovering the lost income. 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. Significant partnership income had been received during the period and May 2019 was also expected to be a strong month. Achievement of the £5.7m forecast was expected.</p> <p>HE (Red) – this remained a red risk due to the single enrolment period.</p>	

	<p>Pay cost (Green) – this continued to be a Green risk. The YTD payroll was now closer to budget, however the forecast outturn remained unchanged and the YTD actual costs were favourable to budget.</p> <p>Cash (Amber) – the college had entered the low point of the annual cash cycle, however the overdraft had not been used.</p> <p>Sale of assets (Amber) – this remained an Amber risk due to the sale of The Whitehouse Hotel continuing.</p> <p>M.Hasell highlighted for non-pay costs that staff recruitment costs would increase and exceed budget by approximately £50k as activity to attract staff for the start of the next academic year had begun.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked for clarification regarding the different targets within the apprenticeship sections of the report and the KPI dashboard. It was explained the original targets included within the TU application had been revised within the management accounts to reflect a more realistic aspiration.</p> <p>The Corporation noted the college was losing ground on apprenticeships on a monthly basis despite the action being taken and asked what more could be done. G.Guest explained the overall budget would be delivered this year but the original targets within the dashboard prepared for the TU could not be changed. He informed governors an Apprenticeships Strategy, taking into account the changes to the national picture such as the shift towards AEB, was being developed and would be presented to the Corporation at the next meeting. G.Guest assured the Corporation the reduced apprenticeship income was not affecting cash flow or the bottom line.</p> <p>The Corporation acknowledged the original targets could not be changed and asked how the TU had responded to the lower than expected enrolments. J.Stephens explained the TU was aware of the situation - they were kept informed and they closely monitored the college throughout the year. A new target would be developed through the new financial planning process; however, at the moment performance had to be reported against the original target.</p> <p>The Corporation asked when the Cosford contract would begin to perform as per the business case. M.Hasell explained a large number of learners were in the pipeline and there were often delays for enrolments due to students travelling to the UK. J.Stephens reported the contract had been extended to September 2019 and the college had retendered for the contract.</p>	<i>Deputy Principal to action</i>
PEOPLE & PLACES – PHYSICAL RESOURCES		
8.	Gender Pay Gap report	
	<p>H.Wheeler-Jones presented her report and stated it represented a stable picture. The gender split seen across the different staff levels was typical for the sector. She confirmed the college was complying with the data requirements in relation to gender pay gap reporting. The data demonstrated the college’s staffing numbers rather than pay differences – for example the much larger proportion of lower paid jobs being held by females. She added the data relating to bonuses currently looked imbalanced due to TUPE conditions that would no longer apply following the harmonisation process.</p>	

	<p>H.Wheeler-Jones highlighted the positive action being taken to respond to the gender pay gap, including internal development opportunities and supporting learning support assistants to be facilitators, undertake the PGCE and become teaching staff. She noted the unions had asked for information regarding how the colleges supported staff members on the lower salary bands, with a view to awarding different pay increases by staff groupings rather than a college-wide award.</p> <p>There were no questions from the Corporation and the Chair thanked H.Wheeler-Jones for her report.</p>	
9.	<p>Staff attendance management report</p>	
	<p>H.Wheeler-Jones presented her report. She reported absences due to mental health had increased significantly since the last report and now represented 41% of the absences. She noted the college's top three reasons for absence were the same as those reported by the AOC/CIPD and therefore were consistent with national trends.</p> <p>She highlighted the following:</p> <ul style="list-style-type: none"> - mental health was now much more widely talked about and staff were more honest about the reasons they were absent from work - the college needed to ensure staff were to remain at work where possible while receiving help for mental health conditions - management sickness was considerably higher than the AOC national figure, although three long-term cases were included within the data - incidents of work-related stress were lower than anticipated - the overall absence rate was 5%, compared to a national figure of 2.5% <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if return-to-work interviews were mandatory. H.Wheeler-Jones confirmed they were, however improvement was required regarding compliance.</p> <p>The Corporation asked if there were certain triggers for intervention – for example, patterns, a certain number of absences within a given period etc. It was confirmed the only trigger at present was duration of current absence. HR would work with individual managers regarding the identification of trends/patterns of absence. Two different sets of policies and procedures were currently in use – a single process was currently out to consultation with unions.</p> <p>The Corporation asked for the timescale for the completion of the Health & Wellbeing Strategy. H.Wheeler-Jones confirmed the strategy would be finalised by the end of the academic year. Feedback from union colleagues was awaited.</p> <p>The Corporation noted it was important to consider the impact of teaching staff absence on students and the wider staff team. The challenges associated with finding appropriate cover for lessons, particularly at short notice, and the impact on teaching staff's planning time were highlighted. H.Wheeler-Jones agreed and acknowledged the current system of identifying any available staff member was not working and needed addressing.</p> <p>The Corporation noted compliance was a concern and asked if this continued through the stages of absence management. H.Wheeler-Jones stated the later stages of the absence management process were not common occurrences and HR actively worked with the managers involved. She reminded the Corporation the policy was in place to support staff members absent for genuine reasons as well as set out the college's</p>	

	absence management processes. G.Guest agreed and highlighted the importance of understanding the reasons for absence and supporting managers to have these conversations with staff members.	
TEACHING, LEARNING & ASSESSMENT		
10.	Safeguarding update	
	<p>G.Guest referred the Corporation to his report. Following the discussion under the previous item, he informed the Corporation the college was recruiting to a post focused on student wellbeing and preventative activity. If this approach proved to be successful it would be looked at for the workforce as well as the student body.</p> <p>There were no questions from the Corporation.</p>	
11.	Complaints Policy	
	<p>J.Stephens presented the Complaints Policy for approval by the Corporation. She explained the key changes were:</p> <ul style="list-style-type: none"> - Timings for making a complaint reduced to 3 months to ensure complaints could be registered, investigated and concluded promptly; - Clarification of holiday periods to ensure timely responses; and - Raising awareness of the policy with stakeholders <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation referred to Section 5.2 (For HE students, the same appeals process should be followed) and asked whether this meant the University policy referenced in 5.1 or college policy. J.Stephens confirmed this would be checked and the Corporation asked for this to be made clear in the final version of the policy.</p> <p>The Corporation asked what was the current timescale for making a complaint – J.Stephens confirmed this was 12 months.</p> <p>The Corporation APPROVED the draft Complaints Policy, subject to the clarification requested above.</p>	<i>Deputy Principal to clarify within policy</i>
LEADERSHIP & GOVERNANCE		
12.	Management report	
	<p>G.Guest presented his report and highlighted the following:</p> <ul style="list-style-type: none"> - The Aviation Skills Partnership was progressing well, with 40 applications received from a zero base. The college was in discussions to deliver the Level 2 element onsite and exploring the possibility of working with a local secondary school to engage school-age students - Curriculum planning was complete, significantly in advance of last year's timings. A target of 2206 enrolments had been set and the staff were now timetabling based on the work undertaken to date - The 2017/18 MIDES benchmarking report showed the college's performance being in the second quartile for both 16-18 and 19+. The first quartile was the target for 2018/19. The NCT legacy had placed the college in the lowest quartile for apprenticeships; however if this data was removed this would also be within the second quartile 	

	<ul style="list-style-type: none"> - Attendance had not improved and continued to be a concern; however, GCSE exam attendance was a significant achievement (currently 93.7%), with three more exams taking place that week - Retention was still positive (corrected data was circulated at the meeting) and students had not left the college despite the attendance figures. The figures demonstrated an improved position compared to this time last year - The next round of meetings to discuss predicted achievement was taking place later that week - Employer engagement: work with the NHS continued, the college had re-engaged with Ricoh and apprenticeship programmes were underway with BAE and GKN <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation noted the fall in attendance had been previously linked to timetabling and asked if lessons had been learnt from this. G.Guest confirmed they had and reported timetabling principles had been agreed with managers. The crucial period would be enrolment in September for finalising numbers and classrooms.</p> <p>The Corporation asked if the college could respond quickly enough to unexpected enrolment numbers/demand in September. G.Guest reminded the Corporation Telford & Wrekin had the highest rates in the region for making late decisions after school and this had been complicated by local schools changing their admissions criteria at a late stage. He was speaking with the local authority to ensure they were able to confirm intended destinations of 16 year olds. During the enrolment period, numbers will be closely monitored and where needed provision would be increased. This was done through daily meetings with curriculum managers to discuss and make strategic decisions based on real-time enrolments.</p>	
13.	Reports to the Corporation	
13.1	<p><u>Student governors</u></p> <p>L.Ellis reported she had attended a conference to learn more about the strategic FE context and had found it very informative.</p> <p>L.Ellis referred to the recent closure of the A block entrance and suggested it be permanently closed to improve security. G.Guest informed the Corporation the closure of the entrance was being trialled following a review of overall campus security; however, there was a 2-hr window during afternoons where the entrance was opened to facilitate taxi pick-ups for students. The effectiveness of the trial arrangement would be reviewed at the end of the academic year.</p> <p>The Corporation asked if the entrance was staffed during the time it was open. G.Guest confirmed it was, by both staff and security.</p> <p>The Corporation asked for updates on campus security to be included in the safeguarding reports.</p> <p>L.Ellis informed the Corporation of the additional English and maths revision sessions arranged by Telford students during the Easter break, which had taken place at The University of Wolverhampton. G.Guest noted the exceptional team spirit and dedication demonstrated by the college staff to support students and ensure maximum exam attendance.</p>	Principal to action
13.2	<u>Staff governors</u>	

	D.Blasczyk asked when staff would be told more about the college's project with the FA. J.Stephens agreed to provide an update at the next meeting, which could then be circulated to staff.	<i>Deputy Principal to action</i>
FINAL BUSINESS		
14.	ELT Q&A	
	There were no further questions from members of the Corporation.	
15.	Self-assessment and reflection	
15.1	<u>General improvements/good ways of working</u> There were no suggestions.	
15.2	<u>Risk identification</u> The Corporation asked for the inclusion of a risk regarding the variance between the apprenticeships target in CFADS and actual achievement. They acknowledged variance had not been raised as a concern by the ESFA/TU and that the risk may be more about the college's ability to adapt to the changing environment/context. J.Stephens would add an appropriate risk to the relevant section within the register.	<i>Deputy Principal to action</i>
16.	Any other business	
	There was no further business for discussion. Staff and student governors left the meeting at this point.	
CONFIDENTIAL ITEMS A separate, more detailed minute of the Confidential session was taken		
17.	Minutes of the last meeting (Confidential session)	
17.1	The minutes of the Confidential session during the meeting held 07 May 2019 were APPROVED as a true record.	
17.2	Matters arising - the Chair confirmed to the Corporation the Remuneration Committee's recommendation earlier that year had been implemented.	
18.	The Telford Partner Board	
	The Corporation received an update on the work of the Telford Partner Board.	
19.	Any additional other business	
19.1	<u>The Whitehouse Hotel</u> The Corporation discussed the sale of The Whitehouse Hotel and the resignation of the Director of Finance.	
19.2	<u>Kickstart</u> The Corporation resumed its earlier discussion. After robust debate, the Corporation APPROVED the recommendation for the college to initiate the process for the withdrawal of its sponsorship of the Kickstart Academy (TCAT Multi-Academy Trust).	

The meeting closed at 8:05pm