

Minutes - APPROVED



Meeting	Corporation
Date	09 July 2019
Time	5:00pm
Venue	E2.01

Corporation members present	In attendance (specific attendance indicated in brackets)	Corporation apologies
Paul Birch Rosie Beswick Dan Blasczyk (staff governor) Gail Bleasby, Vice Chair Corin Crane (from Item 4) Graham Guest, Principal Paul Hinkins, Chair Manny Uppal (student governor) Jim Welch (staff governor)	Laura Arscott, Finance Manager (Items 7-11) Sue Gomer, Interim Director - Employer Engagement (Item 7) Martyn Hasell, Director of Finance (Items 7-11) Stephanie Morley, Clerk to the Corporation Janet Stephens, Deputy Principal Darren Wilson, Interim Director - Employer Engagement (Item 7)	Lindsey Ellis Geoff Layer Chris Pallett

No.	Item	Action				
CORPORATION BUSINESS						
1.	Welcome, introductions and apologies					
	The Chair welcomed everyone to the meeting. Apologies had been received from L.Ellis, G.Layer and C.Pallett.	<i>Clerk to update register</i>				
2.	Procedural matters					
2.1	<u>Declarations of interest</u> 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 	<i>Clerk to update register</i>				
2.2	<u>Confidential matters</u> It was agreed there was a need to hold the following items in Confidential session for the given reason:					
	<table border="1"> <thead> <tr> <th>Item/report</th> <th>Reason</th> </tr> </thead> <tbody> <tr> <td>20 – Minutes of the Confidential session and matters arising</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	20 – Minutes of the Confidential session and matters arising	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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20 – Minutes of the Confidential session and matters arising	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)					
3.	Governor appointment					
	The Chair informed the Corporation of the Search Committee’s recommendation for the appointment of Corin Crane as a governor of Telford College; he was currently the Chief Executive of the Black Country Chamber of Commerce and had a strong background in skills and employer engagement.					

	The Corporation APPROVED the Search Committee’s recommendation to appoint C.Crane as a member of the Telford College Corporation. C.Crane was then asked to join the meeting.	<i>Clerk to progress</i>
4.	Minutes of the last meeting and matters arising	
4.1	<u>Minutes of the last meeting</u> The minutes of the meeting held 03 June 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 a formal reply of agreement had been received from the regional union representative and staff were now being written to confirming contract changes from 01 July 2019. Mar19-07: The Clerk reported the online board management software had not progressed since the last meeting but this would take priority over the summer. Apr19-02: Following a more targeted approach to governor recruitment, the Search Committee had met with a candidate (C.Crane) whose appointment had been approved during Item 3. The Committee had also approved the use of an external recruitment agency (Peridot Partners) to fill the remaining three positions – two with financial expertise and one with a background in quality. The Chair and Clerk were meeting with Peridot the following day to start the process. June19-05: J.Stephens circulated a progress report for the FA Hub for governors’ information. Corporation members were asked to send any questions/comments to the Clerk for forwarding onto the Project Lead for response.	<i>Corporation members to email the Clerk with questions/comments</i>
5.	KPI dashboard	
	J.Stephens presented the monthly report and highlighted: Retention: this was lower than target; however, the figure was above both last year and the national average. Attendance: there had been a further reduction but this was to be expected as the focus had now moved to achievement due to the time of year. Achievement 19+: this remained the same as the previous month and staff were focused on improving this. Achievement 16-18: a prudent view had been taken as achievements were not recorded until confirmed. Borrowing: this ratio had decreased following the delayed sale of the hotel. There were no questions from Corporation members.	
PEOPLE & PLACES – PHYSICAL RESOURCES		
6.	Staff attendance management report	

	<p>J.Stephens presented the most recent termly report on behalf of the Director of HR. She explained there had been little change since the last report, with overall absence at 5% compared to the national average of 3%. The same patterns were still being seen and mental health continued to be one of the main reasons for absence. The team would continue to implement the recommendations set out in the report and she hoped to see improved levels next year as the college stabilised.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked for clarification of the term ‘stabilised’. J.Stephens explained the college had experienced a considerable amount of intervention and change over the last 3 years. The college was now becoming more like a ‘normal’ college, hence the term stabilised. Given the changes, higher than average sickness levels were not unexpected but once completely stabilised levels nearer the benchmark would be anticipated.</p> <p>The Corporation asked if these improvements were already being seen. J.Stephens explained the comparisons would be most reliable when looking at the Autumn term, particularly as this was the busiest time in the college calendar.</p>	
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FINANCIAL HEALTH

7.	The Apprenticeships Strategy	
	<p>S.Gomer and D.Wilson delivered their presentation for the Apprenticeship Strategy and referred Corporation members to the document within the meeting papers. They highlighted the following:</p> <p>Team successes:</p> <ul style="list-style-type: none"> - Significant improvement in quality - Improvement in achievement rates from 43.1 to 72.4% (timely) and 53.4 to 74.4% overall since 2016/17 - Engagement with 58 SMEs and 308 large employers, 87 of which were levy payers <p>Impact to date:</p> <ul style="list-style-type: none"> - A new business development team - The development of hubs, - Better linking with local and regional bodies/organisations - Locating all teams involved in working with employers (work experience (WEX), industry placements, sector-based work academies and apprenticeships) under one roof <p>Ambition Centre launch for 2019/20</p> <ul style="list-style-type: none"> - A central location within the college leading to improved visibility and accessibility to students - Employment-focused curriculum - The creation of a cross-college department for employer engagement <p>2019/20 Curriculum Plan and delivery targets:</p> <ul style="list-style-type: none"> - An agile curriculum focused on employer need and LEP priorities (construction, care, IT and engineering) - Focus on student progression into employment, WEX and work placement – employment passport - More streamlined, low value frameworks, repositioning of standards from 63 to 43 - Closer working with the Marketing team 	

- Greater focus on 'Working with partnership with' small and large employers to help shape future curriculum in line with employment needs

Key risks:

- Not achieving planned enrolments by first half of academic year
- Inability to recruit highly skilled staff to deliver curriculum plan
- Failure to deliver the workforce development plan
- Functional skills reform
- 20% off-the-job training and its implication for employers
- Rejection of application for RoATP renewal
- Economy and impact on enrolment

CORPORATION QUESTIONS/COMMENTS

The Corporation asked if the likelihood of the risks occurring were known. D.Wilson responded:

- Enrolments were challenging but they were confident the target would be achieved
- The review of functional skills had been undertaken and was effective from 2019/20
- 20% off-the-job training requirements were already in place. The college would focus on improving employers' knowledge and seek clarity on national policy where appropriate
- They were confident the RoATP application would be successful and the college could reapply if necessary

The Corporation asked if the college's apprenticeships allocation could be reduced based on feedback from the RoATP process. D.Wilson confirmed the college could not provide apprenticeships if the application was not successful and the funding allocation was without caveats (with the exception of being a registered provider) so would not be reduced.

The Corporation asked what changes had been made to create a more forward thinking team. D.Wilson explained upon contact, the team would look holistically what the college could do to support the employer.

The Corporation asked for clarity on the provision of an agile curriculum'. D.Wilson explained this meant the college could now deliver what was being offered. Previously the offer had been too large and the team had been spread too thinly. This was no longer the case. The Corporation acknowledged this was important, as was being able to adapt if employer need changed. J.Stephens confirmed provision would always be based on demand and any proposals to increase the offer would go through the business case process.

The Corporation asked if the team knew, from the 87 levy paying employers, what percentage of employers' training budget was being spent. It was confirmed this data was not available and would depend on employers sharing that information with the college. The challenges with large companies operating across a number of national and/or international locations were acknowledged, where local sites may have limited influence on how their central training budget was spent.

The Corporation asked what was being done to develop relationships with new employers and repair broken ones with previous customers. S.Gomer reported members of the team had been assigned to re-visit employers previously worked with to repair relationships. Contact was being rationalised through the use of a single system (ProEngage) and by having a single department with responsibility for

	<p>employer engagement. She confirmed contact would not be repeated/duplicated where this was being done at a more strategic level.</p> <p>The Corporation acknowledged the importance of creating a single department for all engagement with employers and noted their more central position in the college would have a positive impact on progression to apprenticeships by existing students.</p> <p>There were no further questions and the Corporation APPROVED the Apprenticeships Strategy 2019-21.</p>	
8.	2019/20 budget and financial plan	
	<p>M.Hasell presented the financial plan, incorporating the draft budget for 2019/20 and 2020/21 and end of year forecast for 2018/19. He informed the Corporation the college was required to submit a 3yr financial model by 31 July each year to the ESFA, which included the college's subsidiaries.</p> <p>M.Hasell took the Corporation through the college's projected income and expenditure for 2019/20 and highlighted the following:</p> <ul style="list-style-type: none"> - The plan had been drafted on the assumption the hotel would be sold early during Q1 2019/20. The plan for 2019/20 and 2020/21 therefore only related to college - It had been assumed the results for the subsidiaries would not form part of the consolidated results for either budget year - The impact of including the subsidiaries in the consolidated forecast for 2018/19 was minimal and did not affect the forecast financial health grade - The forecast financial health grade for 2018/19 was 'Requires improvement', which had replaced the previous category of 'Satisfactory' - The budgeted financial health grade for 2019/20 and 2020/21 was 'Good' - Surpluses had been budgeted for over the next two years - The financial support from the government for the increased employer contribution for the teacher pension scheme was assumed to be a single payment for 2019/20 only <p>Income</p> <ul style="list-style-type: none"> - A £3m apprenticeships target had been set, which represented a 20% growth - The HE target had been increased - Income was approximately 42% fixed and 58% variable <p>Costs</p> <ul style="list-style-type: none"> - A staff pay increase of 2% had been factored into the budget - The pay-to-income ratio was moving in the right direction - Expected exam costs were linked to the curriculum plan - IT and Estates capital expenditure continued into 2019/20 - A schedule of essential repairs spread throughout the year was included within the budget <p>M.Hasell tabled an updated version of the financial plan. Since the production of the budget within the meeting pack, the college had been informed the AEB proposal to the West Midlands Combined Authority had not been successful. This had required the revision of the budget previously circulated. He informed the Corporation the overall effect was approximately a £18k reduction in income as adjustments had been made to other income targets within the same department to mitigate this reduction. The plan to deliver the AEB proposal through a partnership arrangement had meant the impact of not being awarded the contract was less than if the provision would have been solely</p>	

	<p>delivered through the college. It had not resulted in a change to the financial health grade assessment.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if there was a risk to achieving the apprenticeships enrolment target if resources were being diverted to mitigate the loss of AEB income. G.Guest explained the planned AEB work was upfront and, as a large proportion of apprenticeships did not start until October 2019, reallocating staff for the first two months of the year would not negatively impact on achieving targets. He confirmed the plan was low risk – the team had available capacity and the demand for SBWA was known.</p> <p>The Corporation noted the Apprenticeships Strategy presentation had highlighted the ability to attract highly skilled staff as a risk, however recruitment budget had been overspent this year. G.Guest acknowledged this needed to be a balance between managing the budget and having the ability to attract good candidates.</p> <p>The Corporation asked if the 20% growth target for apprenticeships was too ambitious. G.Guest stated the carry-over was £1.9m for already enrolled students; and therefore the target equated to £1m of new business.</p> <p>There were no further questions and the Corporation APPROVED the 2019/20 budget and financial plan for submission to the ESFA.</p>	<p><i>M.Hasell to submit</i></p>
<p>9.</p>	<p>Management accounts to 31 May 2019</p>	
	<p>M.Hasell presented the management accounts for the period ending 31 May 2019 (not 30 May as per the agenda) to the Corporation. Income was £17m to date, £619k adverse to budget. Savings continued to be made in both pay and non-pay expenditure.</p> <p><u>Key risks:</u></p> <p>Forecast outturn (Green) – the forecast had been updated to reflect updated assumptions regarding VR/AR capex.</p> <p>Apprenticeships (Red) – this remained a challenge and high risk. The enrolment target for May 2019 had not been achieved and the team had been tasked with achieving the revised forecast by year end.</p> <p>AEB (Green) – this continued to be a Green risk. Income was ahead of budget but behind the forecast. This was expected to be met however, with the main AEB partner confirming the required number of learners have been enrolled.</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 college had been asked by the ESFA to revise pay-to-income ratio calculations to exclude the AEB partnership working.</p> <p>Cash (Amber) – the college had now left the low point of the annual cash cycle and a more normal cash flow was expected for the year ahead. The sale of the hotel was assumed to take place during Q1 of 2019/20.</p>	

	<p>Sale of assets (Amber) – this remained an Amber risk due to the sale of The Whitehouse Hotel continuing.</p> <p>There were no questions from the Corporation.</p>	
10.	Mapping against the College Oversight Policy	
	<p>M.Hasell presented the report, which mapped out the college against the triggers for intervention published within the College Oversight Policy document. This had been previously requested as it was possible the college could trigger intervention and/or support as it continued on its recovery journey (ie in the opposite direction from which the policy was intended). He confirmed nothing within the financial plan caused concern for intervention or support. This was also the case from a quality/curriculum point of view.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation noted the suggestion for 6-monthly reviews to be presented to governors and asked how this would be monitored between reviews. J.Stephens reported the triggers within the policy are matters discussed at the quarterly case conferences with the ESFA and so would be monitored via that process.</p>	
11.	Financial Regulations – annual update	
	<p>M.Hasell presented the updated Financial Regulations for approval. He explained the majority of the changes were associated with the removal of the Finance Focus Group at the end of 2018 and changes to job titles. One amendment remained – an updated list of responsibilities for internal audit (Appendix F).</p> <p>There were no questions and the Corporation APPROVED the updated Financial Regulations (subject to the addition of the updated list of responsibilities in Appendix F).</p>	<i>M.Hasell to add amendment</i>
TEACHING, LEARNING & ASSESSMENT		
12.	QIP update	
	<p>G.Guest presented the new exception report for the Quality Improvement Plan (QIP), which set out the amber and red rated areas for improvement from this year’s plan. One area was rated as red (attendance), with all others within the report being amber. He was confident all would be rated as green/showing significant improvement by the year end and none of the areas for improvement were cause for concern.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked what would happen with the QIP once the academic year had ended. G.Guest explained those that weren’t complete would be rolled over to the new plan, which would be developed following the agreement of the new areas for improvement for 2019/20.</p>	
13.	Attendance, retention and predicted achievement update	
	<p><u>Attendance and retention</u></p> <p>G.Guest reminded the Corporation attendance had been an issue for the college all year and plans had been put in place to ensure this was not repeated. He confirmed</p>	

	<p>exam attendance and retention had not been negatively affected by general attendance levels – retention was good and above national average.</p> <p><u>Predicted achievement</u> G.Guest informed the Corporation that managers had been prudent when predicting achievement. Overall 16-18 predicted achievement was 83% and plans were in place to improve this outturn further as a further 150 achievements were needed to meet his own target of 85% and give a 4 year improvement trend.</p> <p>As discussed under Item 7, apprenticeship achievement (both timely and overall) was a significant improvement on previous years and also above national average.</p> <p>G.Guest informed the Corporation his aim was for all 2018/19 achievement to be above national average.</p> <p>There were no questions from the Corporation.</p>	
14.	Safeguarding update	
	<p>G.Guest referred to his report and informed the Corporation the October 2019 meeting would be the first time a reliable annual comparison could be made following the change in categories. Mental health continued to be on the increase across both students and staff members and this trend was also being seen across schools. This was being addressed through the creation of a post focused on student mental health.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>R.Beswick informed the Corporation she had met with the college’s new BeSafe Manager earlier that day in her capacity as Governor DSL. She was pleased to see a thorough and coordinated approach was being taken that was not purely process driven. She had made sure the college was connected into the relevant local networks/partnerships and was keen to help the manager improve the reporting to governors by adding more narrative/anecdotal commentary to the figures.</p>	
LEADERSHIP & GOVERNANCE		
15.	Reports to the Corporation	
15.1	<p><u>The Audit Committee</u> R.Beswick provided a verbal update from the meeting of the Audit Committee held 01 July 2019 and highlighted the following:</p> <ul style="list-style-type: none"> - RSM delivered a briefing on the Post-16 Audit Code of Practice, setting out the responsibilities of the governing body and its audit committee - The risks rated as high within the strategic risk register continued to be Kickstart, the sale of the hotel, apprenticeships enrolments, HE enrolments and high needs funding - The committee reviewed the Risk Management Policy, Board Assurance Framework Policy and the Financial Regulations - The committee discussed the Corporation’s decision to remove the Finance Focus Group and asked that this be reviewed - Internal audit reports were discussed – absence management processes; financial planning and budgetary control; learner number systems; follow up and 2018/19 summary – and there were no major or immediate concerns to report - Potential areas for inclusion within next year’s audit plan were discussed 	

	<p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Chair noted the Audit Committee’s request to review the Corporation’s decision to remove the Finance Focus Group (FFG) and also the FE Commissioner’s recent letter where the existence of a finance committee had been strongly recommended. He explained the FFG had always been a temporary group due to the Corporation’s move towards a Carver/limited committee model of governance following merger. The FFG had only been disbanded once the FE Commissioner had removed the college from financial intervention and the original intention had been for the finance link governor to provide the additional layer of scrutiny. He acknowledged the resignation of the previous link governor and the difficulties with recruiting a replacement had meant the intended arrangement had not yet been put in place. He reminded the Corporation the recruitment over summer would focus on appointing two governors with financial expertise and he was pleased the Audit Committee was discussing this issue. There would be opportunity to discuss this further at the strategic planning session in September.</p>	
15.2	<p><u>Student governors</u></p> <p>M.Uppal reported, as a student, the college now felt much more stabilised and improvements had been made where students had identified issues throughout the year. He expressed his thanks to the staff members who had helped to do this.</p> <p>The Chair noted this was M.Uppal’s last meeting as he would be attending university from September 2019. On behalf of the Corporation the Chair thanked him for his contribution, to not just the governing body but also the college.</p>	
15.3	<p><u>Staff governors</u></p> <p>J.Welch reported his department had recently undergone a curriculum review and he had found it to be a useful and positive experience.</p> <p>D.Blasczyk informed the Corporation he had visited another college in the region to share practice around student enrichment. The visit had provided him with ideas for further improving the student enrichment going forward and had also confirmed the college’s current offer already had elements of best practice. From 2019/20, there will be no lessons timetabled for Wednesday afternoons as it will be dedicated to enrichment activity. Throughout the year, students will be required to attend six specific events focused on key topics – including safeguarding and Prevent, mental health and careers.</p>	
16.	Governance arrangements for 2019/20	
16.1	<p><u>Governor appointment</u></p> <p>This had been covered under Item 3.</p>	
16.2	<p><u>2019/20 meeting calendar and forward plan</u></p> <p>The Clerk explained the attached plan set out the basis for the Corporation’s business for the following year and noted there may be additions/changes in-year. There were no questions and the Corporation APPROVED the proposed meeting calendar and forward plan.</p>	
16.3	<p><u>Committee membership</u></p> <p>There were no questions and the Corporation APPROVED the proposed committee membership for 2019/20.</p>	

16.4	<u>Strategic planning session</u> The Clerk referred to the report and informed the Corporation the confirmed date would be the one preferred for the majority of members (17 September or 23 September 2019). She asked Corporation members to confirm their preference/availability by Friday 12 July 2019.	<i>All Corporation members to confirm date preferences</i>
FINAL BUSINESS		
17.	ELT Q&A	
	The ELT members were asked if the FA Hub report could be shared with staff members. It was agreed a precis could be prepared and shared. Information about the hub was also due to be shared at the staff briefing on 12 July 2019	<i>ELT to action</i>
18.	Self-assessment and reflection	
18.1	<u>General improvements/better ways of working</u> There were no suggestions.	
18.2	<u>Risk identification</u> The Corporation agreed this had been covered throughout the meeting.	
19.	Any other business	
19.1	<u>Charlton School</u> G.Guest informed the Corporation Year 10 students from Charlton School had visited the college for taster sessions. He praised the teaching staff for the good feedback he had received and how they had engaged the students throughout the day.	
CONFIDENTIAL ITEMS A separate, more detailed minute of the Confidential session was taken		
20.	Minutes of the last meeting (Confidential session) and matters arising	
20.1	<u>Minutes of the last meeting</u> The minutes of the Confidential session during the meeting held 03 June 2019 were APPROVED as a true record.	
20.2	<u>Matters arising</u> Updates were provided on the following: <ul style="list-style-type: none"> - Kickstart; - Town Centre Project; and - The Whitehouse Hotel 	

The meeting closed at 7:55pm