

# Minutes – APPROVED



<b>Meeting</b>	Corporation
<b>Date</b>	16 May 2022
<b>Time</b>	4:45pm
<b>Venue</b>	B036, Telford College

	Attendance		Item									
	Present	Apols	1	2	3	4	5	6	7	8	9	10
K.Barton	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
L.Biffin, Vice Chair	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
P.Birch		✓										
D.Blasczyk	✓		✓	✓	✓	✓	✓	✓				
G.Bleasby, Chair	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
C.Crane	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
K.Daniels												
G.Guest, Principal	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
M.Jhawar-Gill	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
R.Matthews	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
C.Pallett		✓										
C.Robinson												
M.Seymour	✓		✓	✓	✓	✓	✓	✓				
S.Watson	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Attendees	Present	Apols	1	2	3	4	5	6	7	8	9	10
L.Arscott	✓				✓	✓	✓					
M.Glynn	✓											
T.Matthews	✓					✓		✓				
S.Morley, Clerk	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
J.Stephens	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

No.	Item	Action
<b>CORPORATION BUSINESS</b>		
<b>1.</b>	<b>Welcome and apologies</b>	
	The Chair opened the meeting. Apologies had been received from P.Birch and C.Pallett.	
<b>2.</b>	<b>Procedural matters</b>	
2.1	<u>Declarations of interest</u> There were no interests declared for the meeting.  The following standing declarations were noted: - G.Guest, as Director of the Telford Business Board and member of The Marches LEP Board	<i>Clerk to update registers/records</i>
2.2	<u>Register of Interests update</u> There were no reported updates to Corporation members' annual Declaration of Interests.	
2.3	<u>Confidential matters</u> It was agreed the meeting would be held under Confidential session from Item 7 due to reasons of commercial and general sensitivity.	

<p>2.4</p> <p>2.5</p>	<p>G.Bleasby left the meeting at this point.</p> <p><u>Appointment of Chair of the Corporation</u></p> <p>The Clerk referred the Corporation to the report within the meeting pack and advised the Search Committee had interviewed G.Bleasby for the permanent role on 03/05/22. A robust process had been followed and had also included a Deputy FE Commissioner as the independent member of the panel. R.Matthews, who had chaired the panel, informed the Corporation of what the process had entailed and advised the Corporation of the Search Committee’s recommendation – the appointment of G.Bleasby as the Chair of the Corporation.</p> <p>The Corporation APPROVED the appointment of G.Bleasby as Chair of the Corporation.</p> <p>G.Bleasby returned to the meeting at this point and the Corporation congratulated her on her appointment as the Chair of the Corporation.</p> <p>L.Biffin left the meeting at this point.</p> <p><u>Appointment of Vice Chair of the Corporation</u></p> <p>The Clerk informed the Corporation she had received an expression of interest for the permanent role of Vice Chair of the Corporation from L.Biffin, who was currently undertaking the role on an interim basis, and the Corporation considered her appointment to the position.</p> <p>The Corporation APPROVED the appointment of L.Biffin as Vice Chair of the Corporation.</p> <p>L.Biffin returned to the meeting at this point and the Corporation congratulated her on her appointment as the Vice Chair of the Corporation.</p>	
<p><b>3.</b></p>	<p><b>Consent Agenda</b></p>	
<p>3.1</p> <p>3.2</p>	<p><u>Consent Agenda procedure</u></p> <p>The Corporation APPROVED the procedure for the use of the Consent Agenda, which would be trialled during the Summer term and its use reviewed in September 2022.</p> <p><u>The Consent Agenda</u></p> <p>The Chair asked the Corporation if they were happy to approve the Consent Agenda as adopted or if there were any requests to move items to the main agenda for discussion.</p> <p>The Clerk advised an amendment was required in the draft minutes – on page 4, the reference to ‘holding learners to account’ should read ‘holding leaders to account’.</p> <p>The Clerk highlighted two items within the Matters Arising report requiring approval:</p> <ul style="list-style-type: none"> <li>- The proposed allocation of the following link areas: <ul style="list-style-type: none"> <li>o Curriculum and quality (K.Barton)</li> <li>o SEND (M.Jhavar-Gill)</li> <li>o Assessment and achievement (R.Matthews)</li> </ul> </li> <li>- The proposed changes to the student governor appointment process to improve engagement and inclusivity</li> </ul> <p>The Chair referred to a risk within the Strategic Register (1.07) where the RAG-rating did not align with the commentary. L.Arscott explained this had been due to the comment from the previous update not being removed.</p> <p>The Corporation requested percentages within the Gender Pay Gap Report be reviewed due to some not totalling 100%</p> <p>The Corporation APPROVED the following items as adopted as part of the Consent Agenda:</p>	<p><i>Deputy CEO to review</i></p>

	<ul style="list-style-type: none"> <li>- Minutes of the last meeting (21/03/22): APPROVED, subject to the agreed amendment</li> <li>- Matters arising report: NOTED</li> <li>- Proposal for the allocation of link governor roles: APPROVED</li> <li>- Proposal for changes to the student governor appointment process: APPROVED</li> <li>- Risk registers: NOTED</li> <li>- Policies (Complaints Policy and Fees Policy): APPROVED</li> <li>- Gender Pay Gap report 2021: NOTED</li> </ul>	<i>Clerk to update records</i>
--	--	--------------------------------

<b>MANAGEMENT REPORTS</b>		
---------------------------	--	--

<b>4.</b>	<b>Reports to Corporation</b>	
4.1	<p><u>KPI report</u> J.Stephens introduced the KPI report and highlighted the following in response to governors’ advance questions:</p> <p><b>Apprenticeships:</b> the risk level for apprenticeship learner numbers had increased. To facilitate the delivery of quality improvement, a different approach had been taken to the enrolment of apprenticeships – where possible, enrolments were being postponed to September 2022. This would provide the college time to deliver the planned improvement work, respond to the feedback received during the Ofsted inspection and ensure the new delivery model was in place for the beginning of the academic year. This action would impact on recruitment over the summer months – approx. £27k income reduction, which did not pose a significant risk – and enrolment and onboarding would continue for those apprenticeships where the changes would have limited impact, namely digital/IT.</p> <p><b>Retention:</b> the risk level for retention had increased as apprenticeship and adult withdrawals had continued. Apprenticeship withdrawals had begun to reduce and level off; however, withdrawals of adult distance learning students had increased. Distance learning onboarding was under review to ensure the processes were robust and reduced the risk of students withdrawing from the courses.</p> <p><b>Attendance:</b> the risk level for attendance had increased; however, rates were roughly in line with last year’s attendance, particularly English and maths.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if attendance would typically reduce during the Summer term given the exam/ revision focus at this time of year – J.Stephens confirmed it would.</p>	
4.2	<p><u>Safeguarding report</u> M.Glynn presented the safeguarding report and highlighted the following:</p> <ul style="list-style-type: none"> <li>- All items from the Ofsted action plan had been actioned</li> <li>- The classification changes (as shown in the report) and new reporting arrangements for CPOMS had been implemented. All staff members remained able to report safeguarding concerns, which were now categorised by the DSL/Deputy DSL</li> <li>- The process for dealing with Smoothwall notifications for inappropriate use of college internet had been reviewed and information was being disseminated to students through tutorials</li> <li>- Group counselling sessions for low-level mental health issues began after the Easter break and to maximise counsellor utilisation, 30/45 minute sessions were now available through a self-referral system, which had significantly reduced non-attendance</li> <li>- Recent counselling trends were performance/exam-related anxiety and social anxiety, both of which were expected at the current time. Targeted workshops to address performance anxiety, led by a L2 qualified staff counsellor, commenced during w/c 02/05/22</li> <li>- The college had supported and promoted Mental Health Awareness Week with both students and staff</li> <li>- Staff training and induction would be updated to reflect the upcoming changes to KCSIE</li> </ul>	

4.3	<p>The Corporation was referred to the new data table within the meeting pack, which presented the cumulative figure (at the time of production of the report) for each of the safeguarding CPOMS categories.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation acknowledged the work undertaken since the last meeting to re-categorise incidents on CPOMS and recommended that the death of a child/stillbirth should be a specific bereavement sub-category. M.Glynn agreed with this suggestion and advised the amendment would be made to CPOMS.</p> <p>The Corporation asked if the use of the terms ‘honour-based’ and ‘child-on-child’ were appropriate, as peer-on-peer had been used previously. M.Glynn explained the CPOMS categories mirrored the language used within the 2022 KCSIE update and she clarified the types of incident where ‘child-on-child’ would be used.</p> <p>The Corporation asked if the gender breakdown for the counselling take-up figures were known, as males were less likely to access the support they needed. M.Glynn advised the students accessing counselling were predominantly female and reported additional work was underway to provide a number of ways of encouraging male students to discuss their mental health.</p> <p>The Corporation asked M.Seymour for his feedback on the change to reporting safeguarding incidents – M.Seymour welcomed the changes.</p> <p>The Corporation asked how the data compared with previous years and nationally. M.Glynn explained this was difficult to compare as how the data had been categorised had changed and the sharing of safeguarding data did not take place between colleges.</p> <p><u>Management accounts (to 31/03/22)</u></p> <p>L.Arscott referred the Corporation to the management accounts for the period ending 31 March 2022 and highlighted the following:</p> <ul style="list-style-type: none"> <li>- <b>Forecast outturn (Amber – no change):</b> the forecast outturn surplus had been updated to reflect apprenticeships and AEB reductions, income from the SDF project and pay/non-pay savings</li> <li>- <b>Apprenticeships (Red - increased risk):</b> enrolment continued to be above target; however, income remained adverse to budget largely due to the impact of withdrawals and course value differences</li> <li>- <b>AEB (Red - increased risk):</b> income was adverse to the revised plan, for both ESFA and WMCA delivery; however, awaited income from the HGV pilot and DLS funding would significantly reduce the variance. Significant risks remained in delivering the remaining AEB allocation – a plan had been implemented to recover the funding but the outturn had been updated to reflect the adjusted shortfall</li> <li>- <b>HE income (Red – increased risk):</b> the risk remained high risk, as reported previously</li> <li>- <b>Pay costs (Green – decreased risk):</b> pay costs remained favourable to budget and consistent savings continued to be made each month, although the increase in National Insurance and National Living Wage in April would reduce the rate of savings throughout the rest of the year. The budgeted pay award had been agreed at 1.5% and was due to be paid in May 2022</li> <li>- <b>Cash (Green – no change):</b> the SDF project deadline had been extended and would now be completed in December 2022, impacting positively on the college’s cash position until this time. The ESFA AEB 2020/21 clawback and cash sweep had both been paid</li> <li>- <b>Loans (Green - no change):</b> work to refinance and consolidate the loans was underway, with recommendations being presented to the Corporation</li> <li>- All financial health indicators continued to be rated <b>Green</b> and expected to meet year-end targets, FEC benchmarks and the bank covenants</li> </ul> <p>CORPORATION QUESTIONS/COMMENTS</p>	<p><i>Director of Student Services to amend CPOMS</i></p>
-----	---	---

	<p>The Corporation asked noted AEB and apprenticeships enrolment had appeared to gain some momentum over the last few months and asked if there was an expectation that this would continue. L.Arcscott explained the increases had been expected, as per the curriculum plan, and the team had been involved in a significant amount of work to chase payments and outcomes.</p> <p>The Corporation asked if the assumption of the non-pay savings reducing over the remainder of the year was realistic, given the savings made to date. L.Arcscott explained detailed financial modelling had been carried out, which informed the forecasts, and as some risks remained it had been prudent to show the savings level reduce. She confirmed the savings would be recognised in the final quarter if realised.</p> <p>The Corporation asked what lessons had been learnt from the AEB this year. The main lessons were reported as follows:</p> <ul style="list-style-type: none"> <li>- The amount of administrative work required should not underestimated</li> <li>- The implications of managing multiple schemes at the same time, all with different requirements, were not fully understood at the time of bidding for the funds</li> <li>- Student retention challenging difficult when provision was free of charge</li> </ul>	
<b>5.</b>	<b>Loan restructuring</b>	
	<p>L.Arcscott referred the Corporation to the report within the meeting pack, setting out the loan options available to the college as the current loan agreement would end in December 2022. She explained the proposal was for the two loans to be consolidated and re-financed; a one-off payment to be made; reducing the outstanding balance; and a new loan agreement to be in place by 31/07/22.</p> <p>L.Arcscott referred the Corporation to the options that had been modelled by the bank (Appendix A) and advised her recommendation was for the college to agree to Option 2C for the following reasons:</p> <ul style="list-style-type: none"> <li>- Sufficient cash levels would remain for investment in T Levels and other upcoming capital projects</li> <li>- The year-end liability for cash sweep would be reduced</li> <li>- Annual interest and capital repayments would be significantly reduced</li> <li>- Annual savings could be used to offset against rising energy, materials and services costs</li> <li>- The balance for refinancing would be lower at the end of the loan term and the longer term reduced the costs associated with re-financing</li> <li>- The college would be able to make an optional repayment towards year-end if in a financial position to do so</li> <li>- The ESFA cash sweep was excluded from covenant calculations</li> </ul> <p><b>CORPORATION QUESTIONS/COMMENTS</b></p> <p>The Corporation was supportive of the proposal and asked why Option 2C was recommended over 1C, which would leave more cash in the bank for development/investment. L.Arcscott advised this had been debated at length by the SLT, stating the year-end cash sweep (which could be as much as 50% of a cash balance over £3.3m) had been the main deciding factor.</p> <p>The Corporation asked if there were any adjusting items that could be taken into account during the cash sweep negotiations. L.Arcscott reported the adjusting items were capital funding, AEB clawback and any items that could be reasonably argued due to timing issues.</p> <p>The Corporation asked for assurance that choosing Option 2C would provide the college with sufficient cash. L.Arcscott confirmed Option 2C would provide sufficient funds to:</p> <ul style="list-style-type: none"> <li>- cover any match funding pledged in applications;</li> <li>- deliver agreed elements of unsuccessful capital bids; and</li> <li>- meet the cash flow</li> </ul> <p>The Corporation APPROVED progressing with Option 2C for the one-off capital repayment and refinancing of the college's outstanding loans, as outlined in the accompanying report.</p>	

**6. Moving apprenticeships forward**

T.Matthews introduced herself to the Corporation as the Interim Quality Consultant – she had been engaged by the college since March 2022 to focus on moving apprenticeships forward in response to the feedback received during the Ofsted inspection and the areas for improvement contained within the report. She delivered a presentation outlining her findings and recommended action to be taken, and highlighted the following:

- The range of apprenticeships offered across a number of different sectors
- Varying delivery models and popularity in terms of apprenticeship numbers
- An inconsistent quality profile, with good practice to build on (eg employer engagement, plans for college-based off-the-job (OTJ) training, the relationship between the curriculum and apprenticeship teams and staff with good and relevant occupational experience)
- Identified challenges were as follows:
  - o Disseminating good practice
  - o Moving provision consistently in-line with Apprenticeship reforms
  - o Recruiting and retaining occupationally experienced delivery staff
- The work underway to improve programme design, including:
  - o Finalising the 2022/23 curriculum offer
  - o Developing Programme Plans, covering confirmation of OTJ requirements (on campus, online and on own), linking OTJ to workplace activities and clarifying programme training and EPA durations
  - o Timetabling apprenticeship professional development sessions from September 2022
  - o English and maths (Functional Skills) delivery
- The work underway to improve the recruitment of both the apprentice and the employer, including clarifying the job role; prior experience/qualification requirements; college expectations; and apprenticeship support, workplace learning and development
- The work underway to improve the experience of the apprentice and the employer, including the employer as customer, robust attendance management and ensuring apprentices are aware of their targets and progress

**CORPORATION QUESTIONS/COMMENTS**

The Corporation acknowledged the work underway to raise the college's expectations of both the apprentice/employer and asked if this would impact on recruitment. T.Matthews agreed it was possible this could impact on recruitment but the effect would be short-term, whereas the long-term impact would be improved quality, increased timely achievement, improved retention and ultimately increased apprenticeship numbers.

The Corporation asked if resistance to more on-campus OTJ activity was expected. T.Matthews advised the OTJ element of the apprenticeship was statutory – it was important for employers to understand this duty and for the college to help employers understand what this would look like in practice.

The Corporation asked for clarification of the timescales involved in the implementation of the plans for improvement. T.Matthews advised this would likely be at least a 12 month improvement journey.

The Corporation noted how working alongside other teams across the college, for examples Careers, would be critical to the success of the improvement programme and asked if there would be wider resource implications than just within the Apprenticeships team. J.Stephens advised there would be no negative wider impact and confirmed additional capacity would be brought into the college as required. She noted a significant culture change was needed for the Apprenticeships team, moving from assessors to teachers, and resources were being identified to deliver this.

The Corporation acknowledged the need for assessors to become teachers and asked noted it was likely there would be additional cost and reduced income while these changes were implemented. J.Stephens agreed there would be a financial cost to making these changes, particularly for salaries and resources, and also management time in the short-term. She informed the Corporation the

	<p>delivery models were being reviewed to be more efficient and that T.Matthews had introduced a course contribution model. G.Guest advised there needed to be a cultural shift of ensuring the right student was enrolled onto the right course and a focus on quality first.</p> <p>The Corporation thanked T.Matthews for her presentation and looked forward to receiving updates on the impact of the planned improvements.</p>	
<b>CONFIDENTIAL SESSION</b>		
<b>7.</b>	<b>Capital Focus Group update</b>	
	A separate minute of this item was taken.	
<b>8.</b>	<b>Confidential minutes and matters arising</b>	
8.1	<p><u>Minutes of the last meetings</u> The minutes of the Confidential sessions of the meetings held on 17 January 2022 and 21 March 2022 were approved as a true record.</p>	
8.2	<p><u>Matters arising</u> A separate minute of this item was taken.</p>	
<b>9.</b>	<b>Self-assessment and reflection</b>	
9.1	<p><u>Further questions/comments</u> There were no further questions or comments from the Corporation.</p>	
9.2	<p><u>General improvements/better ways of working</u> There were no suggestions or requests from the Corporation.</p>	
9.3	<p><u>Considerations for the risk register</u> The Corporation requested the financial impact of the proposed changes to apprenticeships (as presented during Item 6) be considered for incorporation into the strategic register.</p> <p>The Corporation asked if the continued recruitment challenges (eg for electrical installation) should be considered for the risk register. The Deputy CEO confirmed this had been treated as a risk for some time; however, it was hoped an appointment had been made following a recent round of interviews.</p>	<i>Deputy CEO to review</i>
<b>10.</b>	<b>Any other business</b>	
10.1	<p><u>Kickstart</u> G.Guest provided an update on the transfer of Kickstart to another trust and the associated funding bid.</p> <p>There was no further business for discussion and the Chair closed the meeting.</p>	

**The meeting closed at 7:25pm**