

**Minutes of the Corporation Meeting Held on
Tuesday 16 November 2021**

Present: Glodie Atieno, Simon Boyle, Phill Brown, Malcom Bruce (Chair), Jonathan Frankham, Shayer Hussain, Karen James, Jackie Moores, Elaine Price, Chris Rushton

Nils Elgar, Clerk to the Corporation

In Attendance: Leon Dowd (Deputy Principal Quality and People), Nicola Welland (Interim Vice Principal Curriculum), Steven Pritchard (Head of Estates and Property Strategy), Matthew Hirst (Fusion), Gareth Tuff (Arcadis)

		ACTION
21/22.20	<u>Apologies for Absence</u>	
	The Board of Governors noted the apologies of John Lyne. In his absence, Malcolm Bruce (Vice Chair) chaired the meeting.	Noted
	Glodie Atieno (Student Governor, Tameside College) was welcomed to her first Board meeting. Brief introductions were made.	
	Resolved: The Board of Governors resolved to appoint Glodie Atieno as Student Governor (Tameside College).	Appointed
21/22.21	<u>Declarations of Interest</u>	
	It was noted that Jonathan Frankham had a standing declaration that he was an employee of the Education and Skills Funding Agency (ESFA), the College's principal funder and regulator.	Noted
21/22.22	<u>Construction Skills Centre Update</u>	
	<i>This minute is confidential as it contains commercially sensitive information.</i>	
21/22.23	<u>Minutes of the Meetings Held on 12 October 2021</u>	
	Resolved: The Board of Governors resolved to approve the minutes of the meeting held on 12 October 2021.	Approved
20/21.24	<u>Matters Arising</u>	
	On minute 21/22.13 (Senior Post Holder Recruitment). The Principal confirmed the appointment for the role of Executive Director Finance and Estates. She also updated the Board, in general terms, on the arrangements for the two interview days later in the week in relation to the role of Deputy Principal – Curriculum.	Noted
	On minute 21/22.14 (Strategic Conversation), the Principal reported that the College's Annual Strategic Conversation with the FE Commissioner (in this case FE Advisor, Esme Winch) and two representatives from the ESFA took place on Wednesday 10 November. Members of the Executive Team and John Lyne were present from the College. The strategic conversations were an outcome of the Dame Mary Ney report who had recommended that	

the ESFA take on a more supportive role in their oversight of colleges. Tameside College was the first college in Greater Manchester to have its strategic conversation and this visit presented an excellent opportunity for the College to showcase what it does well.

20/21.25 Minutes of Committee Meetings:

(i) Search Committee, 2 November 2021

Resolved: The Board of Governors resolved to note the minutes of the Search Committee meeting held on 2 November 2021 **Noted**

Resolved: The Board of Governors resolved to approve the re-appointment of Karen James as an Independent Governor for a further term of office of four years ending 10 December 2025. **Approved**

Resolved: The Board of Governors resolved to approve the re-appointment of both Jonathan Frankham and Elaine Price as Independent Governors for a further term of office of three years ending 18 October 2024. **Approved**

21/22.26 Principal's Report Including KPI Report

The Principal indicated that her report focussed on significantly funded projects and College performance against KPIs in 2020/21. Key points included:

- (i) an update on significantly funded projects including:
 - National Centre for Computing Excellence (NCCE) Computing Hubs;
 - Taking Teaching Further (TTF);
 - Centre for Excellence (CfE) in Maths;
 - College Collaboration Fund (CCF) Digital Learning Project;
 - CCF Lost Learning Project;
 - Turing Scheme;
 - Higher Technical Qualifications (HTQ) in Computing
- (ii) three year Spending Review announcements;
- (iii) Institute of Technology with University of Salford;
- (iv) Key Performance Indicators:
 - retention – high performance maintained but slightly under target;
 - pass rates – remain high and have all improved with both (16-18 and 19+) overall and 16-18 above target;
 - overall achievement – improved but 19+ was -2%-points to target;
 - apprenticeship achievement – declined from 78% to 55%. Other colleges known to the Principal had out-turned between 51% and 61%; some independent providers had out-turned below 50%. The target of 84% was set in 2015/16 and needed to be reviewed. Apprenticeships was the key area of improvement for the College;

- attendance – Maths and English remained the challenging areas with respect to attendance;
 - teaching and learning – based on the outputs of observations and detailed in the curriculum scorecard, teaching and learning was RAG rated 'green';
 - learner satisfaction – remains high and evidenced by QDP surveys;
 - value-added – reported previously
 - finance – ESFA have confirmed outstanding financial health in 2020/21;
 - recruitment and applications – the College continued to exceed its 16-18 learner number allocation. The adult budget performed well in a challenging year. At 99% the Greater Manchester Combined Authority Adult Education Budget (AEB) allocation would be retained;
 - HR KPIs – staff absence was high due to COVID. Staff turnover at 20% was higher than national average. Staff satisfaction improved further to 87% with the College being in quartile A for staff satisfaction compared with others in the sector;
- (v) in summary, the first term in 2021/22 was successful and very busy, but much more settled than in 2020/21. The focus for the year ahead included:
- settling the small number of learners for whom transition (from school and isolation / lockdown) has been more difficult;
 - maintain high outcomes already achieved;
 - the quality of teaching and learning;
 - retention of all learner groups;
 - improving outcomes for apprentices.

Issues considered by Governors included:

- (i) Ofsted's likely view on the College's low apprenticeship achievement rate. It was noted that an independent provider had recently secured Ofsted "Good" despite having an achievement rate in the low 50's (percent). While Ofsted's Education Inspection Framework meant that while data was important, there was a wider context to take into account;
- (ii) the three year declining trend in apprenticeships achievement rates, however, was a problem and it was therefore important to have a detailed understanding of the results, right down to individual learners. Unfortunately if Ofsted made a "Requires Improvement" judgement, there needed to be exceptional circumstances not to provide an overall judgement of "Requires Improvement";
- (iii) that there was new resource going into apprenticeships;
- (iv) that some of the Governor targets set to 2025 were out of date and needed to be amended. It was agreed that these would be brought back to a future meeting.

Resolved: The Board of Governors resolved to note the Principal's Report Including KPI Report.

Noted

21/22.27 Closure of Quality Improvement Plan 2020/21 and Provisional Outcomes 2020/21

The Deputy Principal Quality and People reported the following points:

- (i) the closure of the Quality Improvement Plan (QIP):
 - staff and students adapted well to the challenges brought about by the COVID pandemic;
 - students were well supported whether remotely or in class, pastorally, financially and with IT equipment where required;
 - appropriate staff development and support provided for staff in order to ensure students had received a good experience and would be in a position to receive appropriate achievements;
 - highly effective and innovative approaches were used to promote the College to ensure appropriate Information, Advice and Guidance (IAG) was provided, current College learners progressed, applications increased significantly, applicants were kept well informed and engaged, enrolment was well managed and 16-18 and adult enrolment increased;
 - the process for providing Teacher Assessed Grades (TAGs) was well managed;
 - good progress had been made in improving the outcomes of the class-based provision identified in the 2019/20 SAR. Improvements were achieved in Automotive, Childcare, English, Maths and Basic Skills, L2 Accounting & Bookkeeping, 16-18 L3 Accounting, L2 Teaching Assistant;
 - the Taxi and L4 AAT achievement improved, however further improvements were required in 2021/22. Areas for continued improvement in 2021/22 were adult L3 AAT and L3 Teaching Assistants;
 - good progress had been made on improving the use of ALPs Connect. ALP grades improved on Animal Management, Business, Computing and Performing Arts. Although improved, further improvements were required in Childcare;
 - the achievement rate for apprentices was 55.3%, which was impacted by the COVID pandemic and related lockdown periods;
 - COVID had impacted on attendance throughout the year, however many strategies had been put in place to support and engage learners to minimise this impact;
 - good progress was made on the safeguarding actions.
- (ii) provisional Qualification Achievement Reports (QARs) for 2020/21 were presented for class-based and Apprenticeships provision;
- (iii) high level outcomes for 2020/21:
 - at 90.3%, the overall achievement rate had improved by 1.6%-points;

- at 91.3%, the 16-18 achievement rate had improved by 1.9%;
- at 88.4%, the 19+ achievement rate had improved by 1.0%;
- improvements were evident on L1 (92.7%, up 4.5%-points) and Level 2 (91.4%, up 2.2%-points);
- improvements were evident across a number of Sector Subject Areas, such as Engineering and Manufacturing Technologies; Retail and Commerce; Preparation for Life and Work; Child Development and Well-being; and, Basic Skills – Maths and English;
- there were no significant gaps in performance between different student groups, however the performance of students with visual impairments required further investigation;
- key areas currently being reviewed included: Animal Care; Access to HE Nursing pathway; ICT; Leisure, Travel and Tourism; Business Management; Arts, Media and Publishing; History, Philosophy and Theology; and, Social Sciences;
- the performance of a small area of sub-contracted provision would need to be closely monitored.

Issues considered by Governors included:

- (i) whether there had been any problems with CAG / TAG grade inflation. It was noted that the College was operating a 'right learner, right course' approach and while it was difficult to pick up on this at enrolment, the College had undertaken an 'assignment zero' to ensure this was the case. In some instances students changed provision;
- (ii) the significant improvements in English and Maths. It was noted that this was likely helped by students not having the pressure of sitting three GCSE examinations. Also, the required approach to TAGs meant that teaching staff needed to spend time collating evidence of individual learner ability.

Resolved: The Board of Governors resolved to note the Closure of Quality Improvement Plan 2020/21 and Provisional Outcomes 2020/21.

Noted

21/22.28 Higher Education 'Self-Assessment Document'

The Interim Vice Principal Curriculum outlined the following points:

- (i) an overview of performance in 2020/21:
 - 178 enrolments onto HE programmes;
 - 174 retained to end of academic year;
 - 120 completers /due to finish their programme in 2020/21 – of these 88.3% retained and 90.8% pass overall achievement is 80.2%;
- (ii) all quality processes continued throughout the year. Learning continued either remotely or via a blended approach to ensure that HE learners all continued to study. Universities of

- Huddersfield and Chester did not consent to any teacher assessed grades or adaptations and all Teacher Education provision and the Foundation Degree Teaching Assistance and Early Years programmes were assessed in line with standard university expectations. The HNC / HND pathways had minor adaptations in place and all grades were submitted in line with the guidance and expectations;
- (iii) the headline data demonstrated that over the last three years, retention, pass and achievement rates had increased. Some students attended a post summer late assessment board with the universities which delayed achievement data overall but had since been verified;
- (iv) over £3,000 was granted to our HE students across a range of curriculum areas to support hardship and to enable continuation of their studies during the pandemic;
- (v) the National Student Survey (NSS) survey demonstrated 81.8% overall satisfaction. This was very high and above the sector wide benchmark within England. In addition to the NSS an internal College survey was completed. The headline data showed a +3%-point score above benchmark for respect and a +16%-point score for developing skills research and academic referencing;
- (vi) there were clear areas for development throughout College HE provision. Planned growth and development of new HE programmes would be a key focus in 2021/22 and additional partners and projects were being investigated and implemented such as:
- Education and Semi-Professional Football Academy (ESPFA) with the HNC/D Sport;
 - the collaborative bid with Wigan & Leigh College to plan and deliver short HE courses in with employers in Engineering;
 - the planned implementation of the HNC Built Environment Construction in 2022/23 and the ongoing HTQ Computing project.

Governors were content with the report as presented.

Resolved: The Board of Governors resolved to approve the Higher Education Self Evaluation Document 2020/21.

Approved

21/22.29 **HR Annual Report 2020/21**

Damien Bourke left the meeting during this item.

This minute is confidential as it contains commercially sensitive information.

21/22.30 **Remuneration Annual Report 2020/21**

The Clerk to the Corporation presented the Remuneration Annual Report 2020/21, which covered the following items:

- (i) the terms of reference, membership, cycle of meetings and attendance of the Remuneration Committee;

- (ii) the College’s strategic objectives and main performance indicators;
- (iii) the College staffing structure;
- (iv) the College operating environment;
- (v) the Corporation’s principles in relation to Senior Post Holder remuneration;
- (vi) approach to setting remuneration;
- (vii) institutional performance in 2020/21;
- (viii) external appointments and expenses.

Governors were content with the report as drafted, which had been recommended to the Board of Governors for approval by the Remuneration Committee. It was agreed that the report could be published on the College website unaltered.

Resolved: The Board of Governors resolved to approve the Remuneration Committee Annual Report 2020/21.

Approved

21/22.31 Search Committee Annual Report 2020/21

The Clerk to the Corporation outlined the work of the Search Committee during 2020/21. This included recruiting three Independent Governors, monitoring Governor attendance, reviewing the Self-Assessment of Governance for 2019/20, overseeing responses to the Internal Audit Service recommendations arising from their review of corporate governance (which included the introducing a Governor Self-Assessment process and a Governor Skills Audit), reviewing the draft revised Code of Governance for English Colleges, and considering the Self-Assessment of Governance for 2020/21.

Governors were content with the report as drafted.

Resolved: The Board of Governors resolved to note the Search Committee Annual Report 2020/21.

Noted

21/22.32 Items to Note

(i) Chair’s Action

The Clerk to the Corporation reported that the Chair had made a Chair’s Action to appoint further Governors to the two Recruitment and Selection Panels for Senior Post Holders. This was made when it became known that not all current members could attend the final interviews as was required by the Corporation’s Articles of Government. Appointments were as follows:

Executive Director Finance and Estates: Shayer Hussain
Deputy Principal – Curriculum: Phill Brown and Shayer Hussain

Resolved: The Board of Governors resolved to note the Chair’s Action.

Noted

(ii) Use of the Seal of the Corporation

Resolved: The Board of Governors resolved to note that there had been no use of the Seal of the Corporation since the date of the last meeting. **Noted**

(iii) Interim Report on Governor Attendance 2021/22

Resolved: The Board of Governors resolved to note the Interim Report on Governor Attendance 2021/22 (90%). **Noted**

21/22.33 Confidential Minutes of the Remuneration Committee Meeting Held on 2 November 2021

Resolved: The Board of Governors resolved to note the confidential minutes of the Remuneration Committee Meeting held on 2 November 2021. **Noted**

21/22.34 Date of the Next Meeting – Tuesday 7 December 2021

The Clerk reminded Governors that there was an additional Board meeting to be held on Friday 19 November (6.00pm) to formally appoint a Deputy Principal – Curriculum

Minutes formally approved by the Corporation:

Chair

Date