

**Minutes of the Corporation Meeting Held on
Tuesday 15 March 2022**

Present: Glodie Atieno, Damien Bourke, Simon Boyle, Malcolm Bruce, Jonathan Frankham, Rachael Frankland, Abigail Holmes, Shayer Hussain, Karen James, John Lyne (Chair), Jackie Moores, Elaine Price, Chris Rushton

Nils Elgar, Clerk to the Corporation

In Attendance: Dave Dobson (Executive Director Finance and Estates), Leon Dowd (Deputy Principal Quality and People), Nicola Welland (Deputy Principal Curriculum)

ACTION

21/22.57 Apologies for Absence

Resolved: The Board of Governors resolved to accept the apologies of Phill Brown. **Accepted**

The Chair of Governors reported the following points:

- (i) the Search Committee had met on 10 March to interview Rachael Frankland for the role of Governor;
- (ii) Rachael was an Associate Solicitor at Bromleys LLP (in Ashton-under-Lyne). Further details of her motivations, skills / experience and commitment were also shared;
- (iii) the Search Committee had recommended Rachael's appointment to the Board of Governors.

Resolved: The Board of Governors resolved to appoint Rachael Frankland as an Independent Governor for an initial one-year term of office ending 14 March 2023. This was subject to Rachael meeting eligibility criteria and receiving a satisfactory DBS check. **Appointed**

Rachael Frankland joined the meeting at this point.

Both Dave Dobson (Executive Director Finance and Estates) and Rachael Frankland were welcomed to their first Board meeting. Brief introductions were made.

21/22.58 Declarations of Interest

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**

21/22.59 Minutes of the Meeting Held on 7 December 2021

Resolved: The Board of Governors resolved to approve the minutes (and confidential minutes) of the meeting held on 7 December 2021. **Approved**

Written Resolution, 10 February 2022

Resolved: The Board of Governors resolved to note the Written Resolution of 10 February 2022. **Noted**

21/22.60 Matters Arising

On minute 21/22.52 (MAT Update), it was reported that the Tame River Educational Trust had started operation on 1 January 2022.

Noted

On Confidential minute 21/22.46 (Potential Land Sale – Carpark), it was noted that the Principal would give an update within the Principal’s Report.

On Confidential minute 21/22.52 (TACE Update), it was noted that the Principal would give an update within the Principal’s Report.

21/22.61 Self-Assessment Report 2020/21 and Quality Improvement Plan 2021/22, including the Curriculum Performance Scorecard

Elaine Price joined the meeting and Jonathan Frankham left the meeting during this item.

The Deputy Principal Quality and People raised the following points:

- (i) the College had used a Living With COVID Self-Assessment Report (SAR) for the previous year;
- (ii) the College was now returning to normal. As part of establishing the baseline for the quality of teaching, learning and assessment, teachers and assessors had been observed in the period September to December. The drafting of the SAR had been delayed to allow for this and, as a consequence, covered the period September 2020 to February 2022;
- (iii) outcomes had been reported to the Board in November 2021 and safeguarding in December 2021;
- (iv) the validity of trend data and national averages remained problematic because either the data did not exist or take COVID into account;
- (v) summary grades included:

Aspect / Type of Provision	Grade
Overall Effectiveness	2
Leadership and Management	2
Quality of Education	2
Behaviour & Attitudes	2
Personal Development	2
Safeguarding	Effective
16 – 19 Study Programmes	2
Adult Learning Programmes	2
Learners with High Needs	2
Apprenticeships	3

- (vi) as recommended by the Internal Audit Service in a review of Apprenticeships – Processes and Controls, the Quality Improvement Plan now included RAG ratings on progress of identified actions. The majority of these action were either completed or on track (RAG-rated green);
- (vii) Curriculum Performance Scorecard:

- the four principles of the teaching and learning framework (environment, facilitation, planning and assessment), which were judged to be good in the significant majority of curriculum areas;
- overall College attendance was slightly below target. COVID impact was 3-4%
- retention was on target: 16-18 = 96.4% and 19+ = 98.1%;
- strong learner satisfaction reported in the December 2021 Teaching and Learning Survey: significant majority good, with slightly lower satisfaction in Animal Management, Engineering and Computing.

Issues considered by Governors included:

- (i) that they recognised the College in the SAR as drafted;
- (ii) the challenge given by Malcolm Bruce and Elaine Price during the lengthy SAR validation process. This included that apprenticeships remained the key area for improvement for the College;
- (iii) agreement was reached at the SAR validation panel for changes to be made in relation to some of the key strengths and areas for improvement in leadership and management and more focus on the area for improvement of progress monitoring and whether personal development should be assessed as 'outstanding'. This was discussed in detail and clarified. It was agreed it should remain as 'good'.

Resolved: The Board of Governors resolved to approve the Self-Assessment Report 2020/21 and the Quality Improvement Plan 2021/22.

Noted

21/22.62 Principal's Report and KPI Report

The Principal outlined the following points:

- (i) Tameside Adult and Community Education (TACE) would merge with the College from 1 April 2022;
- (ii) some 30 16-18 students from Catering, Bakery and Hospitality, and Travel and Tourism spent two weeks in Valencia as part of the Turing scheme (the UK government's replacement for the EU's Erasmus+ scheme). Students and parents were thrilled with the opportunity this scheme offered;
- (iii) an update on performance against some KPIs:
 - current overall attendance at 97%, compared with 93% at the previous year's year-end position;
 - apprenticeship achievement, which currently stood at 49% and would continue to rise during the year. The College was targeting 72% achievement at year-end. This compared with 55% achievement in 2020/21 and a national average of 65%;
- (iv) recruitment to targets:
 - the College had exceeded its 16-18 learner number allocation, with in-year partial growth funding of £660k received;

- the College was predicting to achieve 103% of its Greater Manchester Combined Authority (GMCA) adult education budget;
- (v) amendments were proposed to a number of Governor targets to 2025:
 - apprenticeship overall achievement rate. In 2021/22 the previously agreed achievement target was 84%, with the potential achievement ranging from 67% to 75%. A new target of 72% for 2021/22 was proposed, increasing to 85% in 2022/23 and 88% in 2023/24;
 - A2 Level ALPs, where the target of 2 in 2020/21 was outperformed, with a grade 1 being achieved. It was proposed that the target of grade 2 in 2021/22 be increased to grade 1 (noting the reintroduction of grade boundaries for examinations post COVID);
- (vi) overall SAR grade, which was targeted to be Ofsted grade 1 (outstanding) in 2021/22. With the impact of the pandemic on learning for apprentices, this was now felt to be unrealistic, with a grade 2 (good) proposed until 2024/25;
- (vii) recruitment targets:
 - the College had targeted to achieve 2,600 16-18 learners by 2024/25, but this was achieved in 2020/21. Proposed targets going forward were: 2,900 in 2022/23, 3,000 in 2023/24 and 3,100 in 2024/25;
 - lower targets for HE numbers were proposed rising from 245 in 2021/22 to 290 by 2024/25;
 - lower targets for apprentices. It was proposed that the original targets of 1,500 in 2024/25 be reduced to 850, with growth of about 150 per year until then;
- (viii) financial KPIs, where it was proposed that the KPI of operating surplus before FRS102 (pensions) be removed on the basis that the pension figures were beyond College control. This would be replaced by a KPI for cash generation from operations (as a percentage of adjusted income), with targets of 5% for the forecast period. This target would help the College achieve 'outstanding' financial health for the forecast period.

Governors were content with proposals to adjust KPIs and targets to 2025. They considered the visit from a former number one ranked darts player to help students engage with Maths and noted that this was an excellent example of a 'carrot' intervention to help students engage with both English and Maths.

Resolved: The Board of Governors resolved to note the report.

Noted

Resolved: The Board of Governors resolved to approve the revised KPI targets to 2025.

Approved

21/22.63

January Management Accounts and Mid-Year Review

The Executive Director Finance and Estates reported the following key points:

- (i) the Board had approved a budget, which included a £526k surplus;
- (ii) there was an adverse variance of £72k as at 31 January 2022, but this was due mainly the timing of payments;
- (iii) the main issue was agency spend and placement fees. This was a sector-wide issue and the Association of Colleges (AoC) had recently highlighted the extremely difficult staffing situation in colleges;
- (iv) the forecast year-end cash balance was £7.716m, based on the actual year-end position for 2020/21;
- (v) a recent mid-year review which considered income, staffing costs and non-pay costs had resulted in additional income of £660k, with a forecast outturn for a £702k surplus, a favourable variance of £176k;
- (vi) a shortfall of income was forecast for apprenticeships and higher education;
- (vii) for TACE provision, it had been assumed that income would equal expenditure.

Issues considered by Governors included:

- (i) whether there had been a dialogue about spiralling energy costs. The Executive Director Finance and Estates made the following points:
 - the College was on a two-year contract with 18 months still left to run;
 - the decision to include a new boiler as part of the Construction Skills Centre (CSC) project would help minimise future increases in energy costs because of its increased efficiency;
 - the Budget Scrutiny Group would convene in June to scrutinise the College budget for 2022/23 and financial plan, and underlying assumptions;
- (ii) the wider impact of the cost of living on staff and a pressure on wages. It was noted that discussions at Executive Team were already taking place. The College had made a 2% pay award from 1 January 2022, compared with an AoC recommended 1%. The Deputy Principal People and Quality reported that the trade unions had asked for a 10% pay award. He added that the College had recruited (students) well over the past few years and indicated that it looked like this would be sustained. It was noted that strong recruitment gave the College some headroom in this area.

Resolved: The Board of Governors resolved to approve the outcome of the mid-year review and improved forecast surplus of £702k.

21/22.64 Estates Development Update, including Financials to 2025

The Executive Director Finance and Estates reported that significant actual or planned capital work, necessitated a review of budgets up to 2025, especially the cash flow position. Key points included:

- (i) current projects:

- the CSC project had been completed at a cost of £11.69m, with £3.3m grant. Costings had been in line with budget. There were some snagging issues which should be addressed; the College had retained 1.5% (£112k) as part of this process;
 - the refurbishment of C-floor of Victoria Building was due for completion on 25 April 2022. The refurbishment of half of B-floor would start on 11 April and was due to finish on 25 July. Management were mindful of noise in any refurbishment work;
- (ii) funding bids:
- the successful Institute of Technology bid with Salford University would result in £1.2m capital funding for the College, which would be spent on Engineering, Mechatronics and Maintenance equipment. This should be in place for September 2023;
 - the Further Education Capital Transformation Fund (FECTF) funding bid for £6.43m within a £14.45m project. The outcome of the bid was expected by the end of March, one year after bids had been submitted;
 - T-Level Wave 4 funding bid for £0.5m within a £1.0m project to deliver education and childcare T-levels from September 2023, involving the refurbishment of D-floor in the Victoria Building;
- (iii) financial plan to 2025:
- a financial plan had been prepared for up to and including 2024/25. It included all the above bids, the actual outturn for 2020/21 and the mid-year review (2021/22);
 - College income was forecast to grow from £25.786m in 2021/22 to £28.990m in 2024/25;
 - the lowest year-end cash balance was forecast to be £4.159m in July 2024;
 - College finance was due to remain 'outstanding' during the forecast period;
 - an outline of other capital projects identified in the Property Strategy but not included within financial modelling.

Governors noted that the Chair of Governors had met with the Executive Director Finance and Estates to consider aspects of this paper and expressed their gratitude for this piece of work that demonstrated the affordability of existing capital projects.

Resolved: The Board of Governors resolved to note the report 'Estates Development Update, including Financials to 2025'.

Approved

21/22.65 College Sustainability Plan

The Executive Director Finance and Estates reported the following:

- (i) the Government had legislated a net zero emission commitment by 2050, which impacted on the College's individual contribution to carbon emissions and its place in

- educating the local community on the impact that daily life had upon the environment;
- (ii) it was proposed to develop a sustainability plan through the adoption of the Climate Change Roadmap for FE Colleges (FE Roadmap to Net Zero). The Plan would also cover the reporting requirements of the Streamlined Energy and Carbon Reporting (SECR) regulation, the first reporting of which was due by 31 March 2022;
 - (iii) the Roadmap comprised 32 practical steps divided into three stages of maturity. Within each stage the steps could be categorised into five areas of activity: leadership and governance, teaching, learning and research, estates and operations, partnership sand engagement and data collection;
 - (iv) if adopted the Sustainability Plan would be led by the Executive Director Finance and Estates and would be a cross College initiative, with regular updates to Board;
 - (v) the SECR included publishing data on energy usage and associated greenhouse gas emissions.

Governors considered the following issues:

- (i) that to achieve “net zero” was a significant undertaking and whether the College had done any costings on this laudable goal. It was noted that costings would be done as part of the Roadmap, if adopted;
- (ii) that while content with the overall strategy, it would be helpful to see some timings / dates associated with the Roadmap;
- (iii) that younger people were invested in environmental sustainability and the College would need to consider how to increase engagement going forward;
- (iv) that sustainability could be included within Ofsted’s inspection framework at some point;
- (v) that sustainability was now a key component of all College capital projects.

Resolved: The Board of Governors resolved to note the report ‘College Sustainability Plan’ and SECR Update.

Noted

Resolved: The Board of Governors resolved to approve the adoption of the Climate Action Roadmap for FE Colleges.

21/22.66 Procurement Compliance and Spend Approvals

The Executive Director Finance and Estates reported the following points:

- (i) there was a requirement for Board to pre-approve expenditure on a single requirement over £250k and for the reporting of a contract award over £250k;
- (ii) the Board had approved by Written Resolution a contract for the refurbishment of Victoria C and B floor;
- (iii) the Estates Service had tendered a new contract for the provision of building cleaning services during the period 1 April 2022 to 31 March 2025. The tender included an option to further extend the proposed contract by up to a further 24

- months as either two one-year extensions, or a single two-year extension. A new contractor, Pristine Cleaning Services, would start from 1 April 2022;
- (iv) the current insurance contract was due to expire on 31 July 2022 and a mini competition was being undertaken through the CPC framework. The outcome of this process would be reported to the Board at its meeting on 5 July 2022;
 - (v) the current catering contract was due to expire on 30 September 2022. Having considered the impact on students that a change of provider may have so early in the academic year, arrangements were being made to extend this contract to Spring 2023, with a possible extension to Summer 2023. This would allow any potential changes to happen at a time that minimises the impact on students.

Governors agreed that it made sense for the catering contract to start at time that would not be disruptive to students.

21/22.67 Items to Note

(i) Chair's Action

Governors noted that the Chair's Action taken was to approve the submission of a capital funding application and was undertaken as there was no scheduled Board meeting for this issue to be considered prior to the submission date. Governors noted that approval of the project (including appointment of the main contractor) would be considered by the Board in due course if the funding application was successful.

Resolved: The Board of Governors resolved to note the Chair's Action taken since the date of the last meeting. **Noted**

(ii) Use of the Seal of the Corporation

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

(iii) Interim Report on Governor Attendance 2021/22

It was noted that the relatively low Governor attendance (83%) compared with the previous year was caused primarily by a suite of unscheduled meetings in November that related to the recruitment of new Senior Post Holders. It was noted that although this represented mitigating circumstances, the methodology for determining Governor attendance had been informally adopted by colleges across the sector to allow for meaningful benchmark data.

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

21/22.68 Review of Effectiveness of Meeting and Any Emerging Risks

No items were raised under this agenda item.

21/22.69 Time and Date of Next Meeting – Tuesday 24 May 2022

The Clerk reminded Governors of the Governor Development Session that was scheduled for Tuesday 5 April.

Minutes formally approved by the Corporation:

Chair

Date