

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

Present: Damien Bourke, Simon Boyle, Phill Brown, Kirk Cornwall, Jonathan Frankham, Rachael Frankland, Shayer Hussain, Karen James, John Lyne (Chair), Jackie Moores, Elaine Price, Saariah Qureshi, Chris Rushton

Nils Elgar, Clerk to the Corporation

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

ACTION

22/23.13 Apologies for Absence

The Chair reported that both Malcolm Bruce and Saariah Qureshi were due to join the meeting later. (Note: It turned out the Malcolm Bruce was unable to attend due to internet connectivity problems.) It was also noted that Jonathan Frankham would have to leave the meeting early.

Resolved: The Board of Governors resolved to accept the apologies of Malcolm Bruce. **Accepted**

22/23.14 Declarations of Interest

The following declarations of interest were noted:

Noted

- (i) 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;
- (ii) College officers and the Staff Governor in relation to Agenda Item 10 (Pay Review 2022/23), where they would benefit from any pay award that was approved;
- (iii) Senior Post Holders in respect of Agenda Item 18 (Confidential Minutes of the Remuneration Committee, 1 November 2022). College officers and the Staff Governor would withdraw from the meeting for this confidential item.

22/23.15 Minutes of the Meeting Held on 18 October 2022

Resolved: The Board of Governors resolved to approve the minutes of the meeting held on 18 October 2022. **Approved**

22/23.16 Matters Arising

There were no matters arising

Noted

22/23.17 Minutes of the Search Committee Meeting, 1 November 2022

Resolved: The Board of Governors resolved to note the minutes of the Search Committee meeting held on 1 November 2022. **Noted**

Resolved: The Board of Governors resolved to approve the appointment of Chris Rushton to the Search Committee.

Approved

22/23.18 Key Discussion Topic – 16-19 Recruitment and Delivery

Simon Boyle, Saariah Qureshi and the Assistant Principal joined the meeting during this item.

The Deputy Principal Quality and People and Deputy Principal Curriculum gave a presentation. Key points included:

- (i) The College had experienced largely static enrolments from 2016/17 to 2018/19 and then a trend of significantly rising enrolments thereafter;
- (ii) detailed data on College applications and enrolments (school leavers), which was compared with the Tameside (school leavers) cohort and selected other cohorts from neighbouring boroughs and the College's market share, which was increasing;
- (iii) details on changes in market share from certain Tameside schools and those in neighbouring boroughs;
- (iv) projections for the number of future school leavers, which showed a peak in 2028 of some 862 above 2022 numbers;
- (v) risks and opportunities in relation to changing numbers of school leavers;
- (vi) areas of curriculum experiencing growth and how that growth could be managed.

Issues considered by Governors included:

- (i) how the College was responding to increased demand and greater student numbers in terms of its existing estate. It was noted that this was being done through managing the curriculum, improving timetabling and room utilisation to make use of existing resources, especially during capital works. The College was also making a capacity bid in respect of Clarendon Sixth Form building;
- (ii) that it was good to see capacity demand planning, with the College demonstrating its agility in responding to a rising demand for its services;
- (iii) that the increase in market share should be celebrated by the College;
- (iv) the factors behind growth in market share. It was noted that there was felt to be a number of factors at play: (a) the College had been building its relationship with schools; (b) an improvement in quality that had seen the College return to Ofsted 'good' in 2018. Student feedback indicated an excellent quality of teaching; (c) the College had been agile in developing its curriculum, for example providing alternatives to pure A Levels, introducing new subjects and providing flexible progression pathways (d) providing a great learning environment (facilities).

Resolved: The Board of Governors resolved to note the 16-19 Recruitment and Delivery presentation.

Approved

22/23.19 Principal's Report

The Principal reported the following key points:

- (i) a summary of significantly funded projects including:
 - National Centre for Computing Excellence (NCCE) Computing Hubs;
 - Taking Teaching Further (TTF);
 - Centre for Excellence (CfE) in Maths;
 - Greater Manchester Colleges Group (GMCG) Higher Skills Initiatives and Funding Opportunities – Collaborative Projects;
 - Completed Projects:
 - Strategic Development Fund (SDF) Skills Accelerator;
 - Higher Technical Qualifications (HTQ) Growth Fund;
 - New Projects:
 - Strategic Development Fund Greater Manchester Combined Authority – Recycled Local Growth Fund – in development;
 - Innovation Accelerator;
 - Institute of Technology (IoT) with University of Salford. It was reported that the licensing agreement had been signed and so the College could now access the £1.1m in grant funding;
- (ii) final KPI report on academic year 2021/22;
- (iii) progress against KPIs for 2022/23;
- (iv) Governors targets to 2025.

Governors noted the range of significantly funded projects in which the College was involved and was content with the report as presented.

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

22/23.20 Higher Education Self Evaluation Document 2021/22

The Assistant Principal reported the following points:

- (i) headline statistics for 2021/22:
 - 233 enrolments onto Higher Education (HE) programmes;
 - 217 (93.1%) of these learners were retained of which 98.2% passed, giving an overall achievement rate of 91.4%;
 - 143 completers enrolled, 122 (85.3%) of these were retained of which 95.9% passed, giving an and overall achievement rate of 81.8% (80.2% in 2020/21);
- (ii) the College's modest HE provision focussed on five areas: Engineering, Teacher Education, Business, Sport and Computing;

- (iii) a decision had been made to suspend HNC and HND Business provision due to poor retention and attainment. HNC Sport and Coaching Science was removed due to issues with a partner where the College had trialled a blended approach to the HNC;
- (iv) Chester University had decided not to renew their partnership agreement with the College when the current agreement expired in 2023. This would impact the foundation degree and BA (Hons) courses currently available. The College was in discussion with Huddersfield University to move provision there, which would build on existing Initial Teacher Training provision;
- (v) student voice. The results of the National Student Survey (NSS), which was only for students ending their studies and only where course sizes comprised at least 10 students. Overall satisfaction was 71.4% at Tameside College, which was a decrease from 81.8% in 2020/21 and compared with 76.3% for the sector. The lower figure was due mainly to lower satisfaction with Student Voice (64.3% compared with 66.5% for sector) and particularly with Learning Resources (50% satisfaction compared with 80.9% for the sector).

Issues considered by Governors included a view that it was disappointing that the College was not running the HNC Sport and Coaching Science and a desire to be involved in any dialogue on this. It was noted that the College had trialled a part blended course approach, to attract semi-professional footballers with a partner, but this didn't work out. The College was looking at running fewer courses with bigger numbers than spreading itself too thinly.

Resolved: The Board of Governors resolved to approve the Higher Education Self Evaluation Document 2021/22. **Noted**

The Assistant Principal left the meeting at the end of this item.

22/23.21 Human Resources Annual Report 2021/22

The Deputy Principal Quality and People reported the following key points:

- (i) at 65.9%, the College staffing ratio was in line with the sector recommendations. The number of FTE staff had increased in line with increased learner numbers. As at the 31 August 2022 there were 434 FTE and 483 staff (head count);
- (ii) a number of key aspects of HR operations and systems had improved and these improvements would continue to ensure its services were effective and efficient and could support the Target Outstanding – People Strategy;
- (iii) at 65.9%, the College staffing ratio was in line with the sector recommendations;
- (iv) staff turnover had increased by 5% to 25%. The College was continuing to have challenges in recruiting and retaining staff in hard to recruit to areas in lower scale roles. It was felt that the proposed Pay Award would help to some extent with these challenges. Leavers surveys indicated that there was

- not an underlying chronic issue. Some staff were going to colleges that paid more, there was a high turnover in support staff and some staff were retiring;
- (v) staffing vacancies (recruitment of new staff) had grown during 2021/22 from 41 to 148;
 - (vi) staff satisfaction remained high, despite the COVID and economic climate related challenges. Cultural indicators across the College were high, which was important as a factor in our Target Outstanding Strategy. Communication was a key improvement focus for 2022/23;
 - (vii) the volume of case management, particularly tribunal cases, has been reduced during 2021/22. Grievances, disciplinaries, absences and subsequent appeals were well managed and, as a consequence, related legal costs were reducing;
 - (viii) of four cases that had been logged in previous academic years, two had been settled prior to Tribunal and two cases were heard at Tribunal, with the findings in full support of the College. There had been no new claims to Tribunal;
 - (ix) although three tribunal claims included a claim for disability discrimination it was judged or the considered that there was no case to answer.

Governors considered the following issues:

- (i) how the College's staff turnover (25%) compared with other colleges. It was noted that there was currently no national data available, with the sector relying on networks to get this comparator information. It was noted, however that the challenges that the College faced were similar to those of other colleges and for recruitment agencies as well;
- (ii) an opinion that the College or even the FE sector was not unique and that other organisations were also feeling this pressure – that some workers were exhibiting anxiety, lack of engagement and even anger at their precarious financial positions caused by the cost-of-living crisis. It was noted that data recently issued by ONS showed that average regular pay growth for the private sector was 6.6% in July to September 2022, while only 2.2% for the public sector;
- (iii) a view that staff do not feel that the College is a bad employer and were happy and wanted to work for the College but that there were external factors involved. The annual Staff Survey, due in December, might clarify the situation;
- (iv) that, in some cases, private sector providers were offering salaries well in excess of what colleges could pay with the funding available;
- (v) the FE sector was facing an aging workforce, and there was a need to find replacements for some highly skilled staff. It was noted that succession planning was already in place at the College. The Construction Department had an increasingly aging workforce and succession planning was well underway in retraining new staff using the Take Teaching Further programme for those with industry expertise.

Resolved: The Board of Governors resolved to note the Human Resources Annual Report 2021/22.

Noted

22/23.22 Pay Review 2022/23

This minute of confidential as it is still subject to discussion.

22/23.23 Remuneration Annual Report 2021/22

Resolved: The Board of Governors resolved to approve the Remuneration Annual Report 2021/22.

Approved

22/23.24 Search Committee Annual Report 2021/22

Resolved: The Board of Governors resolved to note the Search Committee Annual Report 2021/22.

Noted

22/23.25 Procurement Review and Approvals

Resolved: The Board of Governors resolved to note the Procurement Review and Approvals Report.

Noted

Resolved: The Board of Governors resolved to approve the appointment of Greenmount Projects as the main contractor for the D-Floor refurbishment (at a price of £468,680.40, including VAT).

Approved

22/23.26 Items to Note

(i) Chair's Action

Resolved: The Board of Governors resolved to note that there had been no Chair's Actions 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 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 2022/23

Resolved: The Board of Governors resolved to note the Interim Report on Governor Attendance 2022/23 (95%).

Noted

22/23.27 Confidential Minutes of the Remuneration Committee Meeting Held on 1 November 2022

This minute is confidential as it contains personal information relating to members of College staff.

22/23.28 Time and Date of Next Meeting – Tuesday 6 December 2022

Governors were reminded that the next meeting on Tuesday 6 December was to be held face-to-face in the Boardroom.

Governors were also reminded of the Joint session with the Audit Committee to be held on Tuesday 22 November (6.00pm) via Teams

to consider the Annual Report on the External Audit of the Financial Statements for Year Ended 31 July 2022.

Minutes formally approved by the Corporation:

Chair

Date