

**Minutes of the Meeting of the Corporation  
held on Thursday May 18th 2017 at 8.00am  
in the Boardroom of Matthew Boulton Campus**

<b>Present:</b>	<b>Apologies:</b>
Steve Hollis (Chair)	Henry Millin (HM)
Veronica Docherty (VD)	
Keith Horton (KH)	
Andrew Cleaves (Principal)	
Andrew Madden (AM)	
Jenni Ord (JO)	
Joel Blake (JB)	
Hilary Smyth-Allen (HSA)	
Michele Larmour (ML)	
Simon Thompson (ST)	
Amardeep Gill (AG)	
Sheetal Sahdev (SS) (Student Governor)	
Jane Smith (JS) (Staff Governor)	
Sonia Crook-Lake (SCL) (Staff Governor)	
<b>In Attendance:</b>	
Louise Jones (LJ)	
Liam Nevin – (LN)	
Simon Cosson (SC)	

**Apologies for absence**

Apologies were received from Henry Millin.

**Declarations of Interest**

No declarations of interest were received.

**Item 1 – Actions Arising from the Last Meeting**

- (i) Open and Confidential Minutes of meeting held on 16 March 2017

These were agreed as a true and accurate record of the meeting.

- (ii) Matters Arising and Action Log

The Action Log was noted.

The Chair advised the Corporation that this was final meeting for the current student governors and he thanked SS and HM for their contribution during their term of office.

**Item 2 – Post Inspection Action Plan**

LJ presented this item and summarised the actions being taken and the progress being made in respect of the six themes in the plan, focusing in particular on the three key themes for development. The Corporation were advised of the following:

- Intensive support to maximise success rates of students with a particular focus on “A” level students and those identified as being at risk of not achieving their predicted grade. Departmental managers had contacted all students in these categories and were providing personal supervision in relation to revision plans.
- The development of a real time dashboard to identify actions being taken to deal with students whose progress was below expectation, and which reflected the challenge from the Academic Standards Committee to develop real-time progress measures.
- Delivery of performance management training for staff through the development programme that had been running during this academic year. Departmental Managers had commented that training on holding difficult conversations had been of considerable practical value.
- The development of a KPI teacher dashboard for implementation in the 17/18 academic year.
- The provision of full time teaching and learning coaches which represented a considerable increase in the resource currently provided.
- The planning of 10 development sessions based on the Ofsted themes and which departmental managers would tailor to their own teams.

AG noted that as coaching had a real benefit for all staff it was important that it was not perceived as punitive measure. LJ advised that all teaching staff could elect to undertake coaching, and many did self-select, but that it would be a requirement for teachers that were underperforming. This judgement would be made based on student progress.

JO asked what the staff response had been and how they had engaged with these developments. LJ advised that there had been a generally positive response to the challenges presented by Ofsted and that each team had its own post-inspection plan that had been subject to input from those teams.

JO noted that the paper did not have any details on staff recognition and in particular how the College was recognising excellent performance.

JS advised that the College did run staff and student awards and had just launched the latest of the “thanks to you” awards for staff.

VD asked whether there were too many initiatives being introduced and whether the College was utilising teachers who were already delivering outstanding lessons to design and assess the processes being introduced.

LJ advised that the Executive had reflected on this challenge and were being more focussed on a smaller range of key activities. The business plan that was included as a later agenda item would demonstrate this, and the College was also using its own staff to deliver the Pivotal training and those staff would be accredited by Pivotal.

AG stated that he was satisfied having heard these explanations that there was an appropriate balance between management of unacceptable performance and recognition of excellent performance.

ML stated that it was important that all elements of the programme were embraced by staff and that they were not seen as transactional and process based initiatives.

KH asked whether the Executive felt that the required improvements were on track as all actions were RAG rated “amber.” LJ explained that she was confident that the pace of change was appropriate and that the reason for the RAG rating was because the impact of the changes was not expected until September.

HSA stated that the culture change programme would also benefit from governors “walking the floor” and SH and the Principal both encouraged all governors to do this.

AM asked whether the College was confident that it had sufficient resource dedicated to this work as there was much to do in a short time. LJ confirmed that she was satisfied with resources and felt that the recent appointment of eight teaching and learning coaches was significant in delivering this programme.

The Principal advised the Corporation that the College had to create the resources to support this programme and it would need to increase class sizes by approximately 15% in the next academic year to create the efficiencies to do this.

Accordingly it was

## **RESOLVED**

- **That progress in respect of the Post Improvement Action Plan be noted.**

### **Item 3 – Big Teaching and Learning Survey**

LJ presented the results of the recent Big Teaching and Learning Survey and it was noted that;

- Student satisfaction had increased by 4% to 87%
- Two out of seven categories were above national benchmark
- Satisfaction had increased in all categories
- Satisfaction with TLA had increased by 4% from 81% to 85%

VD asked how the results would be fed back to students and LJ advised that they would be displayed on plasma screens in the Colleges, and these would be refreshed in September.

VD further asked whether there were differences between College sites and LJ confirmed this and advised that there were also differences between teams.

KH asked how the results would feedback in to the improvement cycle and LJ advised that the information was being used in the Termly Review Board meetings, Intensive Care meetings and were informing LJ's management meetings with Heads of Faculty. Ultimately the information would be worked into the Post Inspection Action Plan.

The Principal stated that further work was being done with the Student Council and which would feed into reports to the Corporation. SH agreed with this development and reminded the Corporation that there needed to be two areas of clear focus; firstly that the direction of travel to an Ofsted "good" rating was adequate and secondly that the College was taking measures to ensure financial stability.

LJ stated that the score in relation to students who enjoy coming to College was low and the Heads of College had been tasked with addressing this.

SH stated that the Corporation were keen to see evidence of practical measures being taken to address classroom standards and in particular behaviour.

The Principal advised that the business plan as a later agenda item would demonstrate the more focussed approach to quality improvement being taken by the Executive and there were also practical measures being taken by the Executive team which included walking the floors between 8.30 and 9.30 and greeting students at College. The Pivotal programme would build on this and the combination of these things demonstrated a renewed focus on academic standards.

AG stated that there needed to be meaningful conversations with students who did not enjoy college and the Principal agreed stating that it was essential that all students felt they had a stake in the College and that he would report further on progress in relation to this issue to the next meeting.

Accordingly it was

## **RESOLVED**

- **That the results of the Big Teaching and Learning Survey be noted**

### **Item 4 – Mission/Values/Strategic Goals**

The Principal advised that at the last Board Strategy day and in subsequent discussions the Corporation had stated their desire to review the mission, values and strategic goals. The Principal reminded the meeting that the Corporation had stated the desire to move the College from a financial to an academic focus, from a centralised to a decentralised model of control and from a culture of control to one of empowerment. Various revisions to the mission/values and strategic goals were now proposed and these had been developed in consultation with approximately forty leaders and managers within the College.

In summary, the outcome of this process was that the mission statement resonated with the consultees and no changes were proposed. Some changes were proposed to the values reflecting an increased emphasis on inclusivity and inspiration, and the strategic goals had been simplified.

ML and VD suggested that the third strategic goal should be a great place to work and study and this was agreed.

KH stated that he was satisfied with the consultative process followed and was happy to endorse the proposed changes presented.

Thereafter, the Corporation reviewed the proposed changes and debated potential alternatives following which SH summarised that the debate had reflected healthy challenge and scrutiny but that the consensus was to support the proposals and the Principal would reflect on the comments made by Corporation members and determine whether any further modifications were appropriate before consulting more widely on the changes.

Accordingly it was

## **RESOLVED**

- **That the changes proposed to the Mission/Values and Strategic Goals be endorsed subject to the amendment referred to in the preamble to this minute.**

### **Item 5 – Draft Annual College Plan 2017-18**

SC introduced the item and advised the Corporation that there were two components; the first was a health check that examined how the College had performed against the Independent Business Review and five year plan agreed in 2015. In summary this demonstrated that income had outperformed projections in the review and plan, and staff costs as a percentage of income had been reduced in line with the review and plan and would stabilise at 60-62% from 2018-19. Non-pay costs had proven more challenging and were slightly in excess of forecast. Thereafter SC advised a full analysis of the proposed budget for 2017-18 would be presented to the July Corporation and the report before the Corporation set out a high level analysis of the anticipated income categorised as 16-18, AEB, Apprenticeship and Other income.

SH noted that the College would need to focus on West Midlands delivery opportunities and develop its relationship with the Combined Authority.

ST stated that he would prefer "Other Income" to be described more accurately as upon analysis it contained specific revenue streams.

The Principal advised that the Plan had been streamlined in response to the challenge posed by the Corporation. Accordingly, there were four strategic goals, each with a limited number of objectives and each objective had success measures and key deliverables that were highlighted in bold in the draft plan. The plan would be the sole focus of the Executive over next academic year.

JO commended the approach and stated that the document was user friendly and condensed. She suggested that students should be provided with a summary of the plan at induction, as their commitment to it was also a key success measure. The Principal agreed to address this.

AM also commended the plan but invited the Principal to consider the emphasis on goal 4 which was focussed more on financial strength than investment in learning.

HSA stated that the plan was credible and consistent with the Heads of Faculty presentations at the recent KIT session.

The Principal stated that the plan was in draft form and that he would reflect on the feedback prior to re-presenting it to the Corporation at the July meeting.

Accordingly it was

#### **RESOLVED**

- **That the Corporation approve the 2017-18 annual objectives and targets as set out in the draft plan and that the draft plan be submitted to the July meeting of the Corporation for approval.**

#### **Item 6 –Annual Operating Plan**

SC summarised the Operating Plan and the following points were noted:

- Attendance at 84.5% was below target
- The forecast for achievement rates for Education and Training had risen to 82% but this was below the target of 87%, but there was also a significant increase in the forecast for Apprenticeships to 74%.
- Staff observations were at 95% but as this figure included leavers and sickness it was considered that represented reasonable attainment.
- Student satisfaction had risen by 4% to 84% as measured through induction surveys and to 87% as measured in the Big Teaching and Learning Survey.
- It was considered that income targets for the year could be achieved overall but performance against the College's financial targets continued to be challenging.

ST noted that staff turnover target of 5% seemed unusually low and raised a question as to whether there was enough "churn" in the College.

LJ stated that the focus of the Executive was on leavers who were moving after a short period of employment with the College as this was a more productive way of detecting any underlying dissatisfaction. The Principal advised that the target would not be in the 17-18 plan. It had been adopted because of the high number of leavers arising from the last voluntary severance programme and concern about the possible destabilising effect of further leavers.

Accordingly it was

#### **RESOLVED**

- **That progress against the Operating Plan be noted.**

**Item 8- Financial Statements 2015-16**

SH reminded the Corporation that the meeting had agreed that the financial statements should be approved subject to the College being included on the Register of Apprenticeships. Since this had now been confirmed and there were no post balance sheet entries to be considered it was agreed that the financial statements, the letter of representation and the Regularity Audit questionnaire be approved.

Accordingly it was

**RESOLVED**

- That the financial statements for 2015-16, the letter of representation and the regularity audit questionnaire be approved.

**Date of Next Meeting: Thursday 20 July 2017**

Signed.....

**Chairman**

Date..... 20/07/2017 .....