

## Governing Body

**Date:** 10 October 2016  
**Venue:** Board Room, City Campus

Clerk to the Corporation  
Granville Road  
Sheffield, S2 2RL  
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**Present:** Richard Wright - Chair  
Jay Bhayani  
Ian Brown  
Paul Corcoran  
Neil Fletcher  
Edward Highfield  
Chris Husbands  
Chris Linacre  
Sally Neocosmos  
Peter Norton  
Seb Schmoller  
Kim Streets  
Gil Vasey  
Anne Wilson

<b>In attendance:</b>	Jason Pepper	Executive Director, Finance and Resources
	Alison Shillito	Clerk to the Corporation designate
	Heather Smith	College Principal and Executive Director
	James Smythe	Deputy Principal for agenda item 3
	Val Struggles	Clerk to the Corporation
	Darren Tidmarsh	Executive Director, HR and SRIS
	Hannah Tyreman	Learning Improvement and Development Manager for agenda item 4.4

### Action

#### 16/6/1 Apologies for absence

Apologies were received from John Timms

#### 16/6/2 Chairs' opening remarks

Chris Husbands was welcomed to his first meeting following his appointment as Governor together with Alison Shillito who will commence her appointment as Clerk on 1 November 2016.

#### 16/6/3 Declarations of Interest

Declarations of interest were recorded as follows

i) Chris Husbands, Vice Chancellor, Sheffield Hallam University in relation to agenda item 2.1 the Chief Executive's report;

- ii) Governors and Senior Postholders who are also Academy Trust Trustees and/ or subsidiary company Directors in relation to agenda item 4.3;
- iii) Ian Brown in relation to agenda item 4.5.

**16/6/4 Minutes of the previous meetings and action plan**

The minutes of the meeting held on 18 July 2016 were approved.

The action record was noted and will be updated prior to re-circulating with the agenda for the next meeting. **Clerk**

**16/6/5 Matters Arising**

The majority of matters arising were included on the agenda.

**16/6/6 Chief Executive's report - confidential paper**

Governors received the report which provided an update in relation to the College's strategic developments; teaching, learning and assessment related issues; financial matters and other issues. A number of issues were reported on in more detail as substantive agenda items, however during the presentation and discussion the following issues were highlighted which are recorded in a separate confidential minute.

**16/6/7 Key Performance Indicator Dashboard**

Governors were informed that work was continuing to refine the dashboard, in the light of their previous comments and to ensure that it aligns with the Business Plan 2016/17-2017/18, prior to presenting it to the next meeting. **Chief Executive**

**16/6/8 Change initiatives**

A RAG rated report was provided summarising the current status of the ten strategic change initiatives, as set out in the Business Plan. In accordance with the new executive reporting structure, the progress of each initiative will be monitored by the Strategic Change Programme Board and Executive Board prior to presenting reports to the Governing Body / Committees as appropriate.

It was noted that work on three of the initiatives has not yet commenced and the view was expressed that the resources required for these initiatives may need to be scaled to take account of action required to mitigate risks associated with this year's budget in the light of earlier discussion.

**16/6/9 Business Plan 2016/17 - 2017/18**

Subsequent to discussion at the last meeting and consultation within the College in the interim, an executive summary of the final version of the Business Plan was circulated to Governors on 26 September 2016. Copies of the full version are available on request from the Clerk.

**James Smythe attended for the following item**

## 16/6/10 Teaching, Learning and Assessment Overview

During the presentation and discussion of the report, which will be subject to rigorous monitoring by the Teaching and Learning Steering Group (attended by the Chair of the Planning and Performance Committee), the Strategic Change Initiative Board and Executive Board, the following issues were highlighted:

- i) The format of the report had been changed to align with the four key areas identified by Ofsted as areas for improvement. Each area was RAG rated to indicate current progress in respect of individual actions taken to address the areas for improvement.
- ii) As more data becomes available in year this will be incorporated into future reports (e.g. in relation to student attendance, retention, performance etc) to demonstrate progress and will be compared with previous year's performance and national means subject to availability.
- iii) The overall rating of progress in respect of two areas - 'improve the quality of teaching, learning and assessment' and 'improve target setting and reviewing learner progress' was amber on the basis that evidence is not yet available to show the impact of action taken. The overall RAG rating for quality assurance arrangements was 'green' reflecting some significant progress which has been made following Ofsted's visit in the Spring term.
- iv) Specific reference was made to creating capacity for 'walk throughs'; the roll out of developmental observations following the pilot involving 4 departments last year; provision of support to, and sharing of, good practice amongst staff; more robust application of the 'minimum standards' policy. Members requested that future reports include an assessment of the impact / outcome arising from the activities together with an indication of the responsible officer.
- v) The overall RAG rating for 'improve the quality of teaching, learning and assessment in Maths and English' was red in recognition of the need to improve learner outcomes. Members were assured that data will be used for earlier interventions aimed at engaging students and supporting them to achieve. It was suggested that the views of students should be sought to ascertain why they do not engage in Maths and / or English and that their feedback should be used to better understand and respond to the challenge.
- vi) 95% of College 'delivery' staff have completed all four units of the 'expectations programme' however the completion rate for Sparks Teaching Associates was only 18%. The engagement and quality assurance of STS associates is one of the top five high rated risks which management is addressing.
- vii) During discussion concern was expressed by the staff Governor that some of the changes referred to may not necessarily improve the quality of teaching and learning or student experience. Examples were provided based on their own specific experience and understanding and there was a divergence of opinion regarding some of the actions taken and their impact. The Chair remarked that some changes aimed at securing continuous improvement may be challenging but these need time to become embedded and

produce evidence of their impact. He also stressed that we should not read across from one persons experience to another area. It is important that we get a considered view across the whole college but hoped the Learning Together surveys would give better data on that. The impact of the actions outlined in the report will continue to be scrutinised by Governors, with detailed consideration by the Planning and Performance Committee.

P&P Cttee

#### **16/6/11 SFA Assurance Review - Confidential**

Governors were informed of the verbal feedback received at the end of the SFA's audit visit during w/c 19 September, details of which are recorded in a separate confidential minute.

#### **16/6/12 Conditions of Funding (CoF) - financial implications for 2017/18 and strategies to mitigate - confidential report**

Governors considered the report noting that an earlier version, focusing on the financial implications, was considered by the Finance, Employment and General Purposes Committee (12 September) and a corresponding report, focusing on mitigating action and future strategy, was considered by the Planning and Performance Committee (19 September). The following issues were highlighted in discussion (some issues are recorded in a separate confidential minute):

- i) The College responded to the DfE's invitation to contribute to a review of CoF and it will continue to lobby for changes to the government's policy which is a sector wide issue. Governors requested a briefing on the key issues so they can raise awareness and lobby within their networks.
- ii) As outlined in the paper, the number of learners not meeting CoF had been reported within the KPI dashboard during 2015/16, with numbers remaining relatively static from January 2016. However even if the number of students meeting the attendance criteria had increased this would not have guaranteed a successful outcome. Of the students who did not meet the CoF last year, 70 are now continuing with their studies but still refusing to attend Maths and/or English. Governors advised that students need to be carefully counselled regarding the importance of achieving a Maths and /or English qualification and the consequences of not engaging. Governors discussed how long the College should persevere with students who will not attend English and Maths, commenting that there has to be a limit because they start to divert resources away from students who are working hard and attending, albeit the College also has a duty to work with them as long as possible to support their future. The Executive team was requested to make a recommendation to the Planning and Performance Committee about this and provide an update to the next Governing Body meeting.
- iii) The Finance, Employment and General Purposes Committee will discuss in detail ways of managing the impact of the reduction in next year's funding in terms of the College's future financial viability.

Executive  
Team  
P&

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**16/6/13 UTC Academy Trust Sponsorship and Governance of the College Subsidiary Companies.**

The report summarised a series of actions in response to the recommendations made by the Internal Auditors, Grant Thornton, in their Internal Audit Review Report discussed previously by the Audit and Risk Assurance Committee and the Governing Body in the Summer term.

The recommendations, considered in detail by the Audit and Risk Assurance Committee at its meeting on 26 September, were approved by the Governing Body. During discussion the following issues were highlighted:

- |      |  |                              |
|------|--|------------------------------|
| i)   | The schedule of subsidiary company meetings during 2016/17 had been circulated with the report and Governors will receive a copy of the Board meetings agendas with an invitation to attend. In addition Governors will receive minutes of the meetings which will be posted on the College website. The view was expressed also that staff should be informed that an independent review of the College's subsidiary companies has been undertaken. | Clerk<br><br>Chief Executive |
| ii)  | In relation to Sparks Teaching Services, and in view of various comments made during the meeting, Governors requested the Board of Directors to provide a statement on the rationale for its establishment together with an assessment of whether it is still fulfilling its purpose and will continue to do so in the foreseeable future.   | STS Board                    |
| iii) | Membership of the MAT Academy Trust will be increased from three to five, with two further members appointed from the Governing Body.  | Governing Body               |
| iv)  | It was noted that meetings of the UTC MAT and the two UTC Local Governing Bodies have been aligned with those of this Governing Body. Governors requested an 'accountability map' which clarifies the reporting arrangements and their role in relation to the day to day operations of the two UTCs.  | Clerk                        |

In addition to the Audit and Risk Assurance Committee's review of subsidiary governance arrangements as part of the internal audit plan for 2017/18 Governors requested a review of these arrangements and the sponsorship of the UTC Academy Trust in Autumn 2017.	Governing Body
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**Hannah Tyreman, Learning Improvement and Development Manager, attended for the following item**

**16/6/14 Update on the Learning Together Review**

The Chair of the LTR Steering Group, Chris Linacre, provided an update of activities which have taken place since July involving the three Task Groups (established for Culture; Operations; Governance and Leadership) and the

Focus Groups. The latter were established to review five key themes which emerged from the Task Group meetings, i.e. improving the effectiveness of communications; greater integration of agency staff; improving the effectiveness of departments interacting; raising the quality of teaching and learning; improving the effectiveness of personal development for all staff.

The Learning Improvement and Development Manager, who attended each of the recent Focus Group meetings together with an independent external consultant, reported the following:

- i) Views expressed by staff participating in the meetings included:
  - the benefits associated with sharing views outside of their teams many of which are consistent with those expressed by staff in other areas;
  - the opportunity to raise issues which will be communicated to Governors through the Learning Together Review process was valued;
  - a request for feedback regarding actions implemented to address issues raised or the reason if no subsequent action is taken;
  
- ii) In addition there were a number of recurring themes in the comments expressed including
  - The need for transparency and consistency;
  - The increased visibility of senior managers was welcomed;
  - The recent emphasis on 'reward and recognition of staff' was welcomed
  - Positive feedback on the changes to the PDR process and the pilot of the developmental observation process
  - The need for more effective communications
  - The need to make better use of student feedback
  
- iii) The outcomes from the Focus Group meetings will be consolidated into a report for consideration by the Task Groups and Steering Group. It will be widely distributed to allow staff who are unable to participate in the Focus Groups to contribute.

Governors welcomed the report and supported the intention that the Learning Together Review process continues to ensure that follow up action is taken and aligns with the strategic change initiatives in the business plan.

#### **16/6/15 Governor Re-appointment**

Governors approved the proposal to re-appoint Ian Brown for a further period of office, terminating on 31 August 2019 (after which time he will be eligible to serve for a further period not exceeding 8 years in total).

#### **16/6/16 Committee issues**

The minutes of the following meetings were received with items recommended for approval or approved endorsed and other items (as identified on the summary sheets) noted.

- i) Finance, Employment and General Purposes Committee - 6 June and 12 September 2016

- ii) Planning and Performance Committee - 19 September 2016

Authority was delegated to the Chair of the Committee to sign, on behalf of the Governing Body, the College's Annual Quality Assurance return to HEFCE which will be presented for consideration at the Committee's next meeting. **P&P Cttee**

iii) Audit and Risk Assurance Committee - 26 September 2016

**16/6/17 Use of the Corporation Seal**

The application of the Corporation Seal on the lease document for land at Myers Grove Lane, for use by the Trustees of Crosspool Juniors FC was approved.

**16/6/18 Any other business**

In addition to the formal engagement programme, the College Principal invited Governors to contact herself / the Clerk to arrange informal visits. **Governors**

**Executive Directors, Peter Norton and Alison Shillito left the meeting for the following item**

**16/6/19 Closed item - strictly confidential**

Details of the discussion and decision are recorded in a separate strictly confidential minute, not for circulation.

**16/6/20 Chair's closing remarks**

As this was the final Governing Body for Val Struggles who will be retiring as Clerk on 31 October, the Chair expressed appreciation and good wishes on behalf of Governors.

**16/6/21 Schedule of meetings for 2016/17**

Strategy Event Monday 14 November 2016 at 8.15 am to 1.00 pm in the Presentation suite, Hillsborough Campus  
Monday 19 December 2016 at 8.00 am in the Boardroom, City Campus  
Monday 6 March 2017 at 8.00 am in the Boardroom, City Campus  
Monday 15 May 2017 at 8.00 am in the Boardroom, City Campus  
Strategy Event Monday 12 June 2017 at 8.00 am in the Boardroom, City Campus  
Monday 17 July 2017 at 8.00 am in the Boardroom, City Campus