

Governing Body

Date: 16 May 2016

Venue: Board Room, City Campus

Clerk to the Corporation
Granville Road
Sheffield, S2 2RL
Tel: 0114 260 2620
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Present: Richard Wright - Chair
Kathy Atkin
James Bangert
Jay Bhayani - until 10.00 am
Paul Corcoran
Neil Fletcher - from 10.00 am
Edward Highfield
Chris Linacre
Sally Neocosmos - from 8.30 am
Pete Norton
Seb Schmoller
Kim Streets - until 9.25 am
John Timms
Gil Vasey - until 9.30 am

In attendance: John Gray Marketing Director for agenda item 2
Jason Pepper Executive Director, Finance and Resources
Heather Smith College Principal and Executive Director
Val Struggles Clerk to the Corporation
Darren Tidmarsh Executive Director, HR and SRIS

Action

16/4/1 Apologies for absence

Apologies were received from Ian Brown, Neil Fletcher (late arrival), Amy Smith and Anne Wilson (who submitted comments in advance of the meeting).

16/4/2 Declarations of Interest

Declarations of interest were recorded for the Clerk in relation to agenda item 4.1.

16/4/3 Minutes of the previous meetings and action plan

The minutes of the meeting held on 14 March 2016 were approved subject to amending minute 16/3/9 in respect of Kim Streets Committee membership.

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

16/4/4 Matters Arising

The majority of matters arising were included on the agenda.

i) Minute 16/3/7: Post Inspection Action Plan (PIAP)

It was confirmed that this and the underpinning action plans were considered in more detail by the Planning and Performance Committee at its meeting on 25 April 2016 (Minute 16/2/5 refers). The PIAP and the predicted success rates for 2015/16 will be a substantive item for the Committee's meeting on 20 June 2016.

**P&P
20/6/2016**

ii) Minute 16/3/6.1: Apprenticeships

It was noted that an update on ongoing discussions will be reported at the June strategy event.

John Gray, Director of Marketing, attended for the following item

16/4/5 Presentation to provide an update on the FE marketing environment

The presentation was intended to provide Governors with details of the extensive market research work which has been undertaken to inform the current business planning process and to provide background and context for further discussion at the strategy event on 13 June 2016. During the presentation and discussion the following issues were highlighted:

- i) The main findings arising from the macro level PEST and SWOT analyses
- ii) The key aspects of the College's different markets (by type and level of provision) including a summary of the associated opportunities and threats. These are being worked through with curriculum teams to assess the impact in terms of future provision. Some examples cited included the need to
 - meet anticipated demand for more L3 provision
 - respond to changes to the types of employment and the associated skills required
 - increase internal progression and address the challenges of increased competition and demographic decline (16-18 year olds)
 - maximise the opportunities for growth in apprenticeship and HE provision in a climate of increased competition
- iii) Some concerns were expressed regarding the recent student and employer survey outcomes which identified some negative perceptions which need to be addressed. It was recognised that College processes need to be more agile to enable it to respond flexibly to market needs.
- iv) The enormity of changes in market demand and the potential collective impact on the College's educational character in the next 5 years was acknowledged. The emerging business plan will be available for discussion and review at the strategy event. A copy of the confidential presentation will be circulated in advance so members can submit comments to the Marketing Director.

**Executive
Team**

Clerk

16/4/6 Area Based Review - recommendations following the Steering Group meeting held on 28 April 2016 - Confidential

After circulating a report (comprising the recommendations extracted from the report considered at the Area Review Steering Group meeting on 28 April together with the minutes of that meeting), revised recommendations were issued by the Joint Area Review Delivery Unit (JARDU) on 13 May 2016. These were tabled together with JARDU's summary report assessing the financial resilience for the SCR Area Review option relating to the Sheffield College. The issues raised in discussion and subsequent decisions are recorded in a separate confidential minute.

16/4/7 Chief Executive's report - College and Strategy Update

During the presentation and discussion the following issues were highlighted.

1 College and Strategy Update

- i) Feedback was provided following the first post-inspection visit by the Lead Inspector on 14 April 2016. During this visit it was acknowledged that progress is being made in relation to the Post Inspection Action Plan (PIAP) but there needs to be even greater focus on the evidencing the impact of actions and interventions. As discussed at the last meeting the Planning and Performance Committee will continue to robustly scrutinise and monitor the impact of the PIAP, taking account also of feedback from staff.
- ii) Also following on from the Ofsted visit, an external review has been undertaken of management information systems and the interface between data input and output.
- iii) As discussed at the Finance, Employment and General Purposes Committee, it is unlikely that the planned budgeted operating surplus will be achieved this year. However, currently there is no risk to the SFA's financial health rating, which remains 'satisfactory'.
- iv) Work is progressing in relation to the business plan and associated budget for 2016/17. A more detailed report on the former, taking account of the external (ie marketing) analysis and internal review meetings will be provided at the strategy event in June. The latest iterations of next year's draft budget will be submitted to the Finance, Employment and General Purposes Committee at the June and July meetings.
- v) Some of the issues highlighted in a survey completed by 53 staff regarding student behaviour will be addressed in the induction process and through a review intended to clarify the scale of the matter and the impact of any corrective action which is taken.

**P&P
Committee**

2 Steering Group Initiatives update

The report identified the current progress in relation to the various initiatives for each of the steering groups.

3 KPI Dashboard update

At the last meeting members were invited to submit comments on the dashboard which will be taken into account in a forthcoming review to determine whether the current content is too extensive.

16/4/8 Curriculum Planning 2016/17 and key assumptions for 2016/17 budget - confidential

1 2016/17 budget assumptions

The paper provided a summary of the key assumptions underpinning the preparation of the draft budget for 2016/17. During the presentation and discussion the following issues were highlighted (some are recorded in a separate confidential minute).

- i) The curriculum planning process had extended beyond the initial timescale, in part due to the robust and comprehensive approach adopted this year which has more closely engaged with the Heads of Learning and business support functions. The second iteration will inform the draft budget to be considered by the Finance, Employment and General Purposes Committee on 6 June.
- ii) Both EFA and SFA funding allocations have been received and overall the level of funding for next year is better than anticipated. However, although the SFA have indicated the full allocation for apprenticeships, there may be some in-year adjustment following the introduction of the apprenticeship levy from April 2017.
- iii) In relation to expenditure, an overall increase in staff costs is anticipated, mostly due to the unavoidable additional employer on-costs. Work is continuing to reduce staff costs by maximising opportunities to improve efficiencies rather than through any fundamental restructuring.
- iv) Non-pay expenditure assumes an increase, partly as a consequence of the additional SFA funding being delivered through sub-contracted provision.

ED F&R

2 Curriculum planning 2016/17

A verbal report was provided by the College Principal which explained the planning process was demand-led, focusing on identifying opportunities for growth, for example:

- Expanding HE provision to include new programme areas to meet demand, including the demand which will be generated by internal progression, access routes and new partnership routes.
- New apprenticeship frameworks, including higher level apprentices working with the NHS and other providers.
- Responding to changes in market demand for ESOL and employability programmes
- Focusing 16-18 provision on high level qualifications leading to routes to apprenticeships / employment in addition to merging areas where demand has declined to offer combined programmes or

pathways.

A further issue was raised details of which are recorded in a separate confidential minute.

16/4/9 Learning Together Review (LTR)

The Chair of the LTR Steering Group provided a verbal update of the work undertaken to date, confirming that the minutes of the second meeting, held on 12 May will be circulated to all Governors for information. It was noted that Seb Schmoller had responded to the invitation sent to 'external' Governors to chair one of the three Task Groups established by the Steering Group. These will lead on the three themes - culture, operations, governance and leadership, and will meet in June to discuss their brief and prepare questions relating to their area of enquiry. A follow up meeting will be arranged in July, aligned to the College's staff development days, to enable a wider range of staff comments and views to be collated. The later stages will provide an opportunity for Governors to be involved. The intention is for the Task Groups to synthesise the comments and views by October to then report back to the Steering Group prior to the outcomes and proposed actions being submitted for Governing Body discussion and / or approval. The Chair suggested that the half-day strategy event, scheduled for mid-November (14th) could be allocated to the Governing Body receiving a report from the Steering Group.

The email circulated to all Governors by Pete Norton, academic staff Governor and member of the LTR Steering Group, on 15 May was noted.

16/4/10 Governors' appointments

1 Vacancy for an external member - confidential

The Chair reported that he was continuing discussions with the Vice Chancellor of Sheffield Hallam University.

Chair

2 Appointment of the Student Governors for 2016/17

Following the recent elections for the Student Union Sabbatical President and Officers for 2016/17, the Governing Body approved the re-appointment of Amy Smith in her capacity as next year's Student Union President and the appointment of Michael Maloney as the second Student Governor, in his capacity as Deputy President for the year commencing 1 August 2016. It was agreed that Michael will be invited to the July Governing Body meeting as part of the handover / induction process.

Clerk

3 Business Support staff Governor

Members were informed that the call for nominations had been issued and that the outcome of the election for a business support staff Governor will be submitted to the July meeting for Governing Body approval.

16/4/11 Clerk's recruitment

Members received a report which summarised the Selection Panel's progress to date in relation to the Clerk's recruitment and endorsed the following:

- i) The appointment of an external Recruitment Agency, Odgers Berndtson, to manage the process. The Panel will meet with the Agency immediately following this meeting to finalise the advertisement, candidate brief, assessment and selection criteria and timescale. It was intended to advertise the vacancy by 20 May 2016.
- ii) The appointment of Seb Schmoller, Vice Chair, as a member of the Selection Panel, to replace Kim Streets who had stepped down due to work commitments.

Members were asked to note that an extra Governing Body meeting is likely to be convened immediately following the final interviews on Wednesday 13 July to approve the Panel's recommendation.

16/4/12 Committee issues

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

- i) Chairs' meeting - 17 March 2016
- ii) Planning and Performance Committee - 11 April 2016
- iii) Finance, Employment and General Purposes Committee - 25 April 2016

16/4/13 Any other business

Open University Institutional approval

Governors were informed that the College is in discussion with the Open University regarding the accreditation of new HE programmes to compliment the HE offer which is currently accredited by Sheffield Hallam University and the University of Sheffield. Further details of the proposals will be reported to the Planning and Performance Committee at its meeting on 20 June 2016. As part of the Open University's due diligence process a Panel will visit the College on 7 July during which a meeting has been requested with two Governors, the Chief Executive and the College Principal. Chris Linacre, Chair, Planning and Performance Committee has confirmed his availability for this meeting. The Clerk will liaise with other Governors regarding their availability.

P&P Cttee

Clerk

16/4/14 Date of next meeting

The Strategy Event is scheduled for Monday 13 June 2016 at 8.00 am. Venue to be confirmed.

As previously reported an extra meeting may be convened for the afternoon of Wednesday 13 July 2016 at City Campus.

The next scheduled meeting will be on Monday 16 July at 8.00 am in the Board Room, City campus

