

Governing Body

Date: 18 July 2016
Venue: Board Room, City Campus

Clerk to the Corporation
Granville Road
Sheffield, S2 2RL
Tel: 0114 260 2620
Email val.struggles@sheffcol.ac.uk

Present: Richard Wright - Chair
Kathy Atkin
James Bangert
Jay Bhayani
Ian Brown
Paul Corcoran
Neil Fletcher
Edward Highfield
Chris Linacre
Seb Schmoller
John Timms

In attendance: Graeme Cohen Valuentis for agenda item 2
Rosheen HodgkissBernard - Senior HR Business Partner 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

16/5/1 Apologies for absence

Apologies were received from Chris Husbands, Sally Neocosmos, Pete Norton, Amy Smith, Kim Streets, Gil Vasey and Anne Wilson.

16/5/2 Declarations of Interest

Declarations of interest were recorded for the Clerk in relation to agenda item 4.1 and Kathy Atkin in relation to agenda items 4.1 and 4.2ii).

16/5/3 Minutes of the previous meetings and action plan

The minutes of the meeting held on 16 May 2016 were approved.

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

16/5/4 Matters Arising

The majority of matters arising were included on the agenda.

Graeme Cohen, Valuentis, attended for the following item

16/5/5 Presentation on the outcome of the Employee Engagement Survey

During the presentation and discussion the following issues were highlighted:

- i) The overall response rate was considered good at 70% (785 respondents). The engagement score of 625 was similar to that for the last survey in 2014 (624), which suggests that the College is managing change.
- ii) The overall summary of responses categorised questions according to the percentage of staff agreeing at 67% and above; the 'mid-range' scores and the low scores, (where less than 50% of staff agree). For each question the change in the percentage score compared with the last survey was provided. It was explained that the low scoring of some questions could be a reflection of the challenges which the College is facing.
- iii) As with the previous three surveys there were marked variances in the scores across teams and between business support staff and academic staff. The detailed analysis was reported to managers last month following which individual teams discussed the outcomes for their area. Their comments are being collated currently.
- iv) The survey also included open comments, extracts of which, both constructive and critical were highlighted.
- v) Governors queried whether the outcome of the survey would have varied significantly if the 30% of staff who chose not to participate had responded. The view was expressed that the overall scores were considered to be reliable within 2-3%.
- vi) Reasons were offered for the disappointing low response rate of staff employed through two of the subsidiary companies. The inclusion of their responses with those of College staff would have reduced the overall response rate to below 70%. It was acknowledged that ways of increasing the participation of staff who are employed through Sparks Managed Services and Sparks Teaching Services will need to be addressed for future surveys.
- vii) The presentation and usefulness of the trend data based on 4 surveys was welcomed by Governors. It was suggested that the Planning and Performance Committee, on behalf of the Governing Body, could consider in greater detail action to address some of the issues raised, particularly given the wide variation in responses across teams. In recognition of the need to avoid duplication, the Chief Executive was requested to report to the next meeting on how the issues identified through the employee engagement survey are being addressed taking into account the ongoing work associated with the Learning Together Review and the intention to develop an HR strategy as part of the business plan.

**Chief
Executive
10.10.16**

(Copies of the presentation slides are available from the Clerk on request.)

16/5/6 Business Plan 2016/17 and 2017/18

Extracts were presented from the detailed business plan which is being compiled following extensive discussions by Governors, senior managers and wider staff groups. The following issues were highlighted during the presentation and discussion:

- i) Changes have been made to the strategic vision, aims and objectives as a consequence of the comments raised during the Governors' strategy event. The latter are intended to provide a framework for achieving continuous improvement in all operations. Governors emphasised that whilst achieving sustainable growth the College's financial viability must be maintained also.
- ii) In relation to performance monitoring some KPIs associated with each strategic objective will be monitored by Governors and will be more focused than the range currently reported. Other KPIs will be reported to the Strategic Change Initiative Board (SCIB) or relevant steering group.
- iii) In relation to the reporting arrangements, in addition to the SCIB (which will review and monitor change initiatives) there will be an Operations Review Board responsible for monitoring college-wide performance. The Executive Board will meet monthly to monitor the implementation of the Business Plan and organisational performance reporting to the Governing Body and its Committees.
- iv) An important aspect of the FE Sector Market Analysis is the government's recently published Post 16 Skills Plan, which will fundamentally change the nature of the sector and post 16 provision. The importance of the College providing students with both an academic and vocational route was recognised. At a recent presentation to Sheffield Executive Board, the need for students to receive clear advice and guidance at age 14/15 was emphasised together with the College's commitment to working with schools and universities to review progression pathways. This was in line with the SCR Area Review recommendation that the Combined Authority / LEP commission a full curriculum mapping of all post 16 education in the SCR building on work undertaken.
- v) The Business Plan also included the strengths and areas for improvement identified by Ofsted and the post inspection action plan to address the latter.
- vi) The budget preparation process was illustrated in the business plan together with a financial performance overview (further details of which were covered under agenda item 3.1ii). Governors were asked to note the content of the more detailed business plan (which can be obtained from the Clerk / Chief Executive), aspects of which will be covered at future meetings.

**Chief
Executive**

16/5/7 2016/17 Budget and Financial Plan 2014/15 - 2016/17 - Confidential

The Governing Body considered the draft budget 2016/17, earlier drafts of which had been considered in detail by the Finance, Employment and General Purposes Committee. Details of the issues raised during the presentation and discussion of the budget and the 3 year financial plan are

recorded in a separate confidential minute.

The Governing Body approved, on recommendation of the Finance, Employment and General Purposes Committee the 2016/17 budget and financial plan, authorising the Chief Executive to sign this for submission to the SFA by its 31 July 2016 deadline.

The first business review meetings will be scheduled for September with outcomes reported to the following meetings of the Finance, Employment and General Purposes Committee and Governing Body. These reports will be in addition to the Monthly Management Accounts.

ED F&R

16/5/8 Chief Executive's report - College and Strategy Update

Governors received the report which provided an update in relation to the following issues:

- i) The ongoing work associated with the Post Inspection Action Plan (PIAP) to improve the quality of provision, including the range of activities during the recent annual Learning Festival for staff.
- ii) Notification from the SFA that the College has been selected for an SFA Assurance Review which will be arranged for September. The last review was in 2013 and as on that occasion the outcome will be reported to the Audit and Risk Assurance Committee.
- iii) The recently published Post 16 Skills Report (based on the Sainsbury Review) had been circulated to Governors for information. The key points from the report were highlighted and further reports on the implications for curriculum planning will be presented at future meetings.
- iv) The outcome of the Open University Accreditation Panel meeting was a recommendation for the College to be an approved partner. This is expected to be confirmed in August.
- v) A series of meetings planned with large regional employers to develop the College's apprenticeship offer. Employer engagement will be a key focus of the work of the new Business Development Director who is due to take up post later this month.
- vi) An update was provided following recent discussions with Clive Betts MP, Cllr Jackie Drayton (Cabinet Member for Children, Young People and Families) and Headteachers in the south east of the city relating to the decision to transfer A level provision from Peaks campus to Hillsborough campus. The Chief Executive and College Principal have been invited to attend the Local Authority Scrutiny Panel meeting on 18 July 2016.

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 how to streamline the current dashboard.

16/5/9 Area Based Review

Governors noted the following documents relating to the Sheffield City Region Area Review:

- i) Minutes of the fifth and final Steering Group meeting held on 16 June 2016 which had been circulated previously
- ii) The summary draft final report summary including the recommendations, conclusions and next steps. Assurance was sought that JARDU will be alerted to factual inaccuracies in the statement relating to the College prior to the final agreed version being published by BIS on or about 20 July 2016.

16/5/10 Clerk's appointment

On recommendation of the Selection Panel, the Governing Body approved the appointment of Alison Shillito, currently Governance Services Manager, Sheffield Hallam University, as Clerk to the Governing Body / Senior Administrator. The effective date of appointment has yet to be confirmed. (Post meeting note - this has now been confirmed as 1 November 2016.)

16/5/11 Appointments to the Governing Body

In accordance with Instrument 5(1) the Governing Body approved the following appointments -

- i) Professor Chris Husbands, Vice Chancellor, Sheffield Hallam University for an initial 2 year period terminating on 31 August 2018.
- ii) Kathy Atkin, following her re-election as the Business Support Governor, for a 2 year period terminating on 31 August 2018.

16/5/12 Internal Audit Review Report - UTC Academy Trust Sponsorship and Governance of the College Subsidiary Companies.

Further to the discussion at the Governing Body meeting on 25 January 2016 (minute 16/1/5 refers) the internal auditors, Grant Thornton, undertook an internal audit review (IAR) on the College's sponsorship of the UTC and the governance arrangements in respect of its three subsidiary companies. The IAR report was considered by the Audit and Risk Assessment Committee at its meeting on 11 July as a result of which the Committee made recommendations to the Governing Body. The Chair of the Committee provided a verbal report of various issues raised in discussion and drew Governors' attention to the specific minutes of the meeting (minute 16/2/6.3 refers).

Subsidiary Companies

In recognition that the Committee recommended it would review the subsidiary companies governance arrangements every two years, the Governing Body agreed the following: -

- A limit on the number of Company Director positions which individual Senior Postholders can hold
- Additional Directors should be appointed from the College's senior management team, with consideration given to Heads of Learning (as 'customers' of the services provided by the subsidiaries)
- Governors to have the option of attending meetings to improve reporting and monitoring arrangements but without individual Governors having the legal responsibilities of a Director.
- Directors of the subsidiary companies will not be remunerated but will be permitted to claim out of pocket expenses.
- There should be a transparent and open process whereby Directors of the subsidiary companies can report any potential conflicts of interest in the group structure without fear of recrimination.

UTC Academy Trust

The Governing Body approved the following

- The individual acting as a member on behalf of the College should be defined.
- It was appropriate for the Clerk of the College Governing Body to be the Clerk of the MAT but was recognised that it was advantageous for the Local Governing Bodies of the two UTCs to have their own clerking arrangements.

Details of proposed reporting arrangements between the College Governing Body, the UTC Academy Trust and the two UTCs was requested for discussion at the next meeting.

16/5/13 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 - 18 May 2016
- ii) Finance, Employment and General Purposes Committee - 6 June and 4 July 2016
- iii) Planning and Performance Committee - 20 June 2016
- iv) Audit and Risk Assurance Committee - 11 July 2016

In relation to the latter, on recommendation of the Committee, the Governing Body approved the following: -

- Grant Thornton's draft Internal Audit Needs Assessment and Plan for 2016/17 and the associated fees

It was noted that there will be further detailed discussion by the

Committee of the specific reviews and their scope.

- KPMG's Financial Statements Audit Strategy for the year ended 31 July 2016 and their associated fees

16/5/14 Use of the Corporation Seal

The application of the Corporation Seal on the Deed of Variation for Norton campus was endorsed.

16/5/15 Any other business

1 Future agenda items

An update on the Learning Together Review was requested for the next meeting.

**Chief
Executive**

16/5/16 Chair's closing remarks

On behalf of all Governors, the Chair expressed appreciation and thanks to James Bangert for his contribution as a Student Governor over the past 2 year when he also held office as the Student Union Deputy President and latterly the Sabbatical President.

16/5/17 Schedule of meetings for 2016/17

Monday 10 October 2016 at 8.00 am in the Boardroom, City Campus
Strategy Event Monday 14 November 2016 at 8.00 am in the Boardroom, City 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