

**MINUTES OF MEETING OF
THE GOVERNING BOARD
HELD IN I1.10 AT 5.30PM ON THURSDAY 5 DECEMBER 2019**

Present: Mr D Mabbitt (Chair) Mrs J Sherrington (Interim Principal)
Ms J Baxter Ms A McGrath
Dr A Birkinshaw Dr S Morton
Mr A Brown Mr M Stone
Mr G Garforth Mr D Thorpe
Ms S Laycock Mr K Wharton
Mr D Langton

In attendance: Mrs S Tinsley (Vice-Principal Curriculum and Quality)
Mr K Williams (Interim Vice-Principal Finance and Resources)
Mrs J Matthews (Director of Governance)

ACTION

- APOLOGIES FOR ABSENCE**
- M19/57 There were apologies for absence from Mrs F Thomson. The Chair reported that Dr O’Sullivan had resigned due to relocation and the Board thanked her for her work as a Governor.
- KEY STRATEGIC ISSUE: EDUCATION INSPECTION FRAMEWORK**
- M19/58 The Chair welcomed Ms Crabtree, Head of Quality, to the meeting and she delivered a presentation on the new Education Inspection Framework. It was noted that there was likely to be a focus on the biggest curriculum area, the best performing and the worst performing.
- M19/59 A question was asked about whether a staff survey had been carried out in the last academic year and the Interim Principal reported that it had not been.
- The Chair thanked Ms Crabtree and she left the meeting.
- DECLARATIONS OF INTEREST**
- M19/60 There was a declaration of interest from Mr Brown in relation to Craven District Council Planning Committee and the Equine Unit.
- MINUTES**
- M19/61 The minutes of the meeting of 10 October and 14 November were approved.
- MATTERS ARISING ON THE MINUTES**
- M19/62 *M19/04 – student journey funnel*
A question was asked about whether there was any update on progress with the student journey funnel and the Interim Principal reported that the marketing funnel for the last three years was now available and data had been requested from other North Yorkshire principals. She reported that she was currently seeking an external provider to carry out a market analysis. She also reported that York College had indicated that they would not be able to help with a marketing review due to capacity issues so she would be approaching alternative colleges. An internal group had been formed to look at this area.
- M19/63 *M19/13 – KPIs*
It was commented that some Governors had understood that the establishment of KPIs would be actioned, and reported that the AoC had issued some best practice guidance around KPIs. It was agreed that the existing KPIs should be revisited, alongside other examples, with a view to updating what was in place. It was agreed that these should be reviewed along with the annual cycle of business, at the Away Day in January.
- M19/64 *M19/23 – Staff drop in sessions*
It was reported that three staff drop in sessions had taken place with Governors and these had

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been very useful in discussing staff concerns, and providing reassurance to them.

M19/28 – ALPS

M19/65 The Vice-Principal Curriculum and Quality reported that she had investigated the use of ALPS who had advised that they did not feel it would suit the College, given the spread of qualifications offered. Targets had now been set for all students and it had been decided not to progress further with ALPS.

M19/29 – Quality Improvement Group

M19/66 It was noted that the first Quality Improvement Group meeting had taken place in November and the next one was planned for 6 February, and all Governors were encouraged to attend.

LEARNING, TEACHING AND ASSESSMENT REPORT

M19/67 The report on Learning, Teaching and Assessment had been circulated and the Board noted an occasional Ofsted inspector had been contracted to work with both groups of observers and individual observers in the College. A discrepancy had been identified between his findings and those of the College's own observers and he would therefore be spending further days working with observers. Craven Essentials had been implemented and the Vice-Principal Curriculum and Quality reported on measures that had been put in place to make the required improvements.

M19/68 A question was asked about whether the 44 students who would not meet the condition of funding at the first ILR were in addition to those who had left within 42 days or included, and the Vice-Principal Curriculum and Quality reported that some were included. It was hoped to recover some of those who were not meeting the condition of funding.

M19/69 A Governor expressed concern that the College was focussing on what Good looked like rather than Outstanding and questioned what was being done to stretch staff, and whether they knew what outstanding looked like. The Vice-Principal Curriculum and Quality reported that the CPD provided addressed stretch, but that it was possible some staff did not recognise outstanding teaching and learning. A further question was asked about whether the consultant working with the College was providing support in that and it was reported that he was working with observers, but that the aim was for students to experience consistently good teaching rather than intermittent outstanding teaching. A follow up question was asked about whether there were outstanding lessons for staff to observe and whether they were being encouraged to see outstanding practice. The Interim Principal and Vice-Principal Curriculum and Quality reported that the initial aim was to become consistently good, before moving towards outstanding.

M19/70 The complaints received to date were noted and a question was asked about what the College did to encourage complaints. The Vice-Principal Curriculum and Quality reported that there were a number of informal complaints, but only formal complaints were reported, however complaints were encouraged and the aim was to deal with them informally. A request was made to report on the informal complaints as well in future.

VP C&Q

M19/71 A question was asked about the date on which the retention data provided was calculated and it was reported that it was 2 weeks previously. A further question was asked about whether it included those students absent for 4 weeks and the Vice-Principal Curriculum and Quality reported that the College operated an automatic withdrawal at 4 weeks and that these had all been included.

M19/72 In relation to attendance, a question was asked about whether authorised absence was new in the current academic year, and it was confirmed that it was. A question was asked about absence at the same point the previous year and the Vice-Principal Curriculum and Quality reported that it would not be comparable as the 4-week automatic withdrawal was not in place.

	PRINCIPAL'S REPORT	
M19/73	The Principal's report had been circulated and the Interim Principal highlighted the key points.	
M19/74	CONFIDENTIAL MINUTE	
M19/75	A question was asked about whether the key themes identified in relation to the visit to Scarborough Tech were what was driving the curriculum, and the Interim Principal reported that these were key features but not the only drivers.	
M19/76	Governors noted the good news stories, such as the IoT and the Equine Unit and whether there could be any positive marketing around that, and the Interim Principal reported that was planned, and as soon as permission to order was received from the DfE, the press and local employers would both be contacted.	
M19/77	A question was asked about the number of safeguarding incidents and it was confirmed that there had been a rise compared to the previous year. but that under CPOMS, referrals came straight into College from schools, so some of the incidents reported were entering the system that way, rather than actually occurring in College. It was noted that the system allowed the College to identify young people early and put interventions in place.	
	FINANCIAL STATEMENTS 2018-19	
M19/78	Audit Committee report to the Board The Audit Committee report to the Board had been circulated and Governors noted the contents. A question was asked about the factors that had impacted on the Committee's effectiveness and noted that the auditors had failed to deliver the whole 2018/19 audit plan, leading to the service being retendered. The Board approved the Audit Committee report to the Board subject to a minor date change.	
	Financial Statements 2018-19	
M19/79	The financial statements for 2018-19 were circulated and had already been considered by the joint meeting of the Audit and Finance, Resources and Investment Committee. A question was about whether the dates for the Accounting Officers were correct and the Interim Principal undertook to update those. The Board approved the financial statements for 2018-19.	Interim Principal
	Management letter	
M19/80	The management letter had been circulated and it was noted that this had also already been considered by the joint meeting of the Audit and Finance, Resources and Investment Committee. It was approved subject to minor typographical errors.	
	Management representation letter	
M19/81	The Board had received the management representation letter and a question was asked about whether there had been any litigation claims. The Interim Principal reported that there had been discussion with the auditors about whether these needed disclosing, and one claim currently ongoing was being covered under the College insurance. It was noted that an updated table on the Governors interests had been sent to Armstrong Watson. The Board approved the management representation letter.	
	FINANCE AND PLANNING	
	Revised Financial Forecasts 2019-20	
M19/82	The control budget and revised financial forecasts had been circulated and the Interim Vice-Principal Finance and Resources presented them to the Board. A question was asked about why more staff savings had not been secured following day 42 and final student number information. The Interim Vice-Principal Finance and Resources reported that class sizes were smaller and delivery was not as efficient as it might be. The Interim Principal reported that savings had been made and curriculum delivery would be reviewed. It was noted that the forecasts did not contain any pay award and Governors expressed concern that with increasing	

RPI, it was necessary to make the savings required to reward staff. It was noted that the Finance, Resources and Investment Committee had endorsed the forecasts but subject to further information on staff utilisation and possible savings being provided.

M19/83 A question was asked about the timings for approving the revised financial forecasts and it was noted that this was an internal document that did not require submission externally.

Staff utilisation

M19/84 A paper had been circulated setting out staff utilisation, following a request from the Finance, Resources and Investment Committee. Updated information was presented on screen, produced through Power BI and it was noted that teaching hours were provided by HR. Staff utilisation was then checked through the registers taken and was therefore impacted if registers were not taken on time. It was noted that the information on the system had been updated to include apprenticeship hours and the additional remission provided to the Heads of Faculty. The Interim Principal reported that SMT monitored staff utilisation and it was recognised that there were some staff who were over utilised whilst in some areas, staff were 50% underutilised. The Interim Principal reported that work was now taking place to address this and utilisation did increase over the year when staff worked additional hours, particularly in supporting students preparing for exams.

M19/85 Governors agreed that work was needed to look at class sizes and where efficiencies could be found in combining those. It was reported that many colleges had moved to a system without remission and it would be beneficial to set targets for remission. A question was asked about the policy on remission and the Vice-Principal Curriculum and Quality reported that most related to role remission. The Interim Principal reported that whilst there were opportunities for bigger staff savings, it was felt that it was most appropriate to leave that for the incoming Principal to decide.

M19/86 A question was asked about the work of progress coaches and it was reported that they each had a caseload of around 200 students. The Vice-Principal Curriculum and Quality reported that a detailed spreadsheet set out their utilisation and they were fully utilised.

M19/87 After discussion, the Interim Vice-Principal Finance and Resources was asked to conduct a benchmarking exercise which could be considered by the next meeting of the Finance, Resources and Investment Committee, which would provide options for the incoming Principal. It was agreed that the matter would also be discussed with the incoming Principal.

VP F&R

Chair

M19/88 In relation to the staff pay award, it was noted that the recommendation from AoC was for 1%, which cost approximately £80k. Governors recognised the need to recruit and retain staff, and to strike a balance between rewarding staff and the options available in order to achieve that. A number of different possible options were discussed and it was agreed that this should be a substantive item at the next meeting, having been first considered by the Finance, Resources and Investment Committee. The Board agreed to defer approval of the control budget and revised financial forecasts until that time.

**Interim
Principal/
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STUDENT GOVERNOR REPORT

M19/89 The report from the Student Governor had been circulated and it was noted that the Student Liaison Officer had left the College the previous month, and it was therefore proving difficult to run events. The Vice-Principal Curriculum and Quality reported that the post had been advertised and a question was asked about when a replacement was likely to be in post. It was reported that it was hoped to have a new Student Liaison Officer by the new year.

M19/90 A question was asked about whether it seemed likely that the remaining posts on the Student Union would be filled and Mr Garforth reported that no candidates had come forward and that was likely to be due to a lack of publicity, and therefore awareness of the work of the student union. He reported that he would be preparing a powerpoint for use in the tutorials, to promote the roles. A question was asked about whether twitter or Facebook had been used to

promote them and he reported that they were not widely used by students.

GOVERNANCE

Reports from Committees

M19/91 Reports from Committees had been circulated and the Director of Governance encouraged Governors to attend the Quality Improvement Group on 6 February.

Appointment of Vice-Chair

M19/92 Dr Morton left the room whilst the Board considered his appointment as Vice-Chair and the Board **approved** his appointment with immediate effect to replace Mrs Thomson who had now stood down from the post.

Internal Audit Plan 2019-20

M19/93 The proposed Internal Audit Plan for 2019-20 had been circulated and members agreed that it seemed ambitious with a high number of short audits. It was, however, noted that the TIAA had been highly recommended in the sector. A question was asked about whether there should be a cyber-security audit in the current year and it was reported that one was currently ongoing which had been carried over from 2018-19. The Board **approved** the internal audit plan 2019-20 as circulated.

Chair's correspondence

M19/94 CONFIDENTIAL MINUTE

RISK MANAGEMENT

M19/95 The risk register action plan had been circulated and Governors again highlighted the issues around student recruitment, the failure to achieve student outcomes, and the importance of the Board receiving regular reports on this. It was agreed that reports to the Board should link to the key risks to provide the necessary assurance.

**Interim
Principal**

ANNUAL REPORTS

M19/96 Annual reports on Sub-contracting, Risk management, Safeguarding and Health and Safety were circulated and the contents noted. A question was asked about whether there were any sub-contractors who could might have additional capacity for delivery if needed, and the Interim Principal confirmed there were. A request was made to report near misses separately, and within separate categories in future.

Remuneration Committee report to the Board

M19/97 The Remuneration Committee report to the Board had been circulated and it was noted that little comparative data was available at present but more was likely to be available in the near future. The Board **approved** the report as circulated.

POLICY REVIEWS

M19/98 The Board received and **approved** the policies on Risk Management, Equality and Diversity, Safeguarding and Vulnerable Adults and Health and Safety. A request was made to make a minor amendment to the wording in the Health and Safety Policy and a question was asked about whether it had been reviewed externally. It was confirmed that it had been reviewed during the OHSAS accreditation. A question was asked about when the last fire drill had taken place and the Interim Principal reported that they were carried out once per term in each building and a log maintained. A further question was asked about whether any audits of the application of the Health and Safety policy took place and it was confirmed that the OHSAS process reviewed that.

SENIOR POSTHOLDERS

M19/99 -
101 CONFIDENTIAL MINUTE

DATE OF NEXT MEETING

M19/101	It was noted that the next meeting of the Board was due to take place at 5.30pm on Thursday 13 th February.
M19/102	The meeting closed at 8.30pm