

<p style="text-align: center;">MINUTES OF MEETING OF THE GOVERNING BOARD HELD VIA TEAMS AT 5.30PM ON THURSDAY 9 JULY 2020</p>
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Present:

Mr D Mabbitt (Chair)	Mr D Langton
Ms J Baxter	Dr S Morton
Mr P Beck	Mr M Stone
Dr A Birkinshaw	Mrs F Thomson
Mr A Brown	Mr K Wharton
Mr E Drake	
Mx L Johnson (Principal and CEO)	

In attendance: Mrs A Lall (Vice-Principal Curriculum and Quality)
 Mr G Dixon (Vice-Principal Finance and Resources)
 Mr K Williams (Interim Vice-Principal Finance and Resources – to M19/ 211)
 Mrs J Matthews (Director of Governance)

		ACTION
	APOLOGIES FOR ABSENCE	
M19/197	There were no apologies for absence. The Chair reported that Mr Thorpe had resigned as a Governor and that Ms McGrath, the Business Support Governor, had resigned from the College due to moving out of the area. The Chair also thanked Mrs Thomson and Mr Wharton who were leaving the Board at the end of July 2020 after a number of years of service.	
	DECLARATIONS OF INTEREST	
M19/198	There was a declaration of interest from Mr Brown in relation to Craven District Council.	
	MINUTES	
M19/199	The minutes of the meeting of 7 May were approved along with the notes of the Away Day on 12 June 2020.	
	MATTERS ARISING ON THE MINUTES	
M19/200	Governors noted the updates on the action tracker circulated. In relation to items outstanding, it was noted that work was ongoing in relation to controls for part-time staffing and cash flow monitoring.	
	<i>M19/192 – Strategic Plan</i>	
M19/201	It was reported that, following discussions at the Away Day, the Strategic Plan would be presented to the Board at its meeting in August.	Principal/Director of Governance
	PRINCIPAL'S REPORT	
M19/202	The Principal highlighted key points from their report and the associated appendix on student recruitment. Governors agreed that the format of the report was useful but suggested that it would be helpful if it also covered key strategic changes at both national and regional level. A Governor commented that a regular cycle of information received by the Board would be helpful and the Principal confirmed that the Director of Governance had mapped out the business for each Board and Committee meeting. The Director of Governance confirmed that the cycle for 2020-21 was being updated and would be circulated to the August meeting.	Principal Director of Governance
M19/203	A question was asked about the situation regarding HE student numbers and the Vice-Principal Curriculum and Quality reported that other colleges were facing challenges in relation to HE recruitment. A subsequent question was asked about the proposed actions to address the falling numbers and it was confirmed that work was taking place with existing Level 3 students in relation to progression to Level 4. The emphasis for Aviation students had been on transferable skills, and January starts were also being	

	considered. Students appeared to be leaving it later to make applications, particularly adult learners. It was reported that, in relation to the IoT, modules were being offered rather than entire qualifications and every effort was being made to innovate the offer.
M19/204	A Governor asked about the possible impact of the latest Government announcements about support for employers, and particularly on adult education, and the Principal reported that the College had already launched a pre-apprenticeship programme to work with employers, but currently there were no national schemes to support retraining of adult learners.
M19/205	A question was asked about the timeline for applications turning into income and the Principal reported that over 600 learners had been pre-enrolled and staff continued to follow up to ensure students completed their enrolment.
M19/206	A question was asked about whether traineeships were offered and, following the recent Government announcement, whether the traineeship pathway might appeal to a particular cohort of learner. The Principal reported that the College was delivering pre-apprenticeships rather than traineeships and was also involved in the Kickstart Scheme, but further consideration could be given to the traineeship option.
	<p>FINANCE</p> <p>Budget 2020-21</p>
M19/207	<p>The Interim Vice-Principal (Finance and Resources) presented the budget for 2020-21 that had been considered and recommended by the Finance, Resources and Investment Committee at its recent meeting. Key points highlighted included;</p> <ul style="list-style-type: none"> • £8.6M of the income was guaranteed from 16-19, AEB and the carry forward element of the apprenticeship funding. Remaining income would have to be earned in year. • Apprenticeship income had been reduced by around 11%. • HE was a concern and based on 140 learners, which was a reduction on the previous year. • Detailed interrogation of the pay costs had taken place with many of the part-time pay costs associated with Tyro Training. • £75k had been included for additional staffing costs associated with Covid-19 and £60k for restructuring costs. • Many of the non-pay costs had remained the same although energy and repair and maintenance costs had been reduced. All leasing costs and depreciation had been included. • Capital expenditure included £150k for relocation from the High Street. • There was a Salix loan of £13k remaining which, if paid off, along with the Craven District Council loan when the High Street was sold, would remove all debt and improve the financial health score. • The financial health score for 2019-20 was Requiring Improvement, along with the budget for 2020-21, whilst 2021-22 showed good financial health.
M19/208	A question was asked about when the College would be able to put a budget in place that would cover the depreciation and the Interim Vice-Principal (Finance and Resources) reported that would not be within the timescales of the current financial plan. He confirmed that the magnitude of the depreciation was such that it might be 5 years before it was covered, and it was suggested that the Board should aim to ensure that depreciation would be covered within a 5-year timescale.
M19/209	Governors were pleased to receive data on contributions but concern was expressed at those areas not making a contribution, which were effectively being subsidised by other areas. A question was asked what steps were being taken to ensure those curriculum areas functioned efficiently and achieved a contribution of 40% or more. The Principal

Principal

	<p>reported that this would be monitored monthly moving forward and that curriculum planning discussions that had taken place for September 2020 had specified that small, unviable, classes would not run and alternative provision would have to be found for the students concerned. The College had budgeted for the purchase of 4CAST in order to have better insight and management of this moving forward. A further question was asked about how the contribution analysis had been approached and how account had been taken of the flat subject weighting for 16-18 funding, and the Principal confirmed that it had been based on flat subject weighting but management were aware of the impact of this on some subject areas. Governors noted that calculations made on this basis meant that a direct like for like comparison was not straightforward. It was also noted that some curriculum areas had a disproportionate number of HE learners who generated a bigger margin.</p>	
M19/210	Governor commented that some of the contribution data was surprising and a question was asked about the premises at Scarborough. The Principal reported that the rent for the premises in Scarborough had been doubled in December 2019 and notice had therefore been given to vacate the premises in September 2020 and move into other premises at half the cost, which would help reduce overheads.	
M19/211	The Board approved the budget for 2020-21, as circulated, and noted that the control budget would be presented in the autumn based on actual enrolments. The Principal proposed that the plans for all three years be submitted to the ESFA to demonstrate progress towards good financial health which was approved by the Board.	
M19/212	The Chair thanked the Interim Vice-Principal (Finance and Resources) for all his work for the College and wished him well for the future. He then left the meeting.	
M19/213	<p>LEARNING, TEACHING AND ASSESSMENT REPORT</p> <p>The learning, teaching and assessment report had been circulated, which had been discussed in detail at the recent meeting of the Learning, Teaching and Assessment Committee. Retention remained high for FE and apprenticeships whilst HE data had worsened and was below target, although higher than at the same time the previous year with a 3-year improving trend. The College had met all deadlines for the awarding bodies for calculated grades but attention was drawn to the risk of downward moderation in relation to GCSE maths due to numbers graded 4 and above being almost double that of the previous year. There had been robust challenge of the data and evidence and whilst the College was confident in the grades, the awarding bodies conducted their own moderation based on historical data.</p>	
M19/214	The Vice-Principal (Curriculum and Quality) drew attention to the activities taking place in relation to the student voice in order to improve this aspect of the College's work.	
M19/215	A question was asked about whether there was any visibility on forecast QARs and it was reported that it was not yet ready but that it was intended to bring the data to the Board meeting in August.	VP C&Q
M19/216	<p>RISK MANAGEMENT</p> <p>Risk Management Policy</p> <p>It was reported that the Audit Committee had reviewed the Risk Management Policy at its recent meeting and it was noted that risks were now differentiated into financial, reputational, operational and compliance. The Audit Committee had requested that the action plan be extended to include those risks that remained medium and high after mitigation and that the number of strategic risks be reduced. Each committee would continue to review the risks within its remit, whilst the Audit committee would review the entire risk register, and the Board would monitor the action plan.</p>	
M19/217	A question was asked about the risk scoring and the value for low impact financial risk,	

	which the Principal confirmed should be below £75k. It was noted that during the current unstable environment, there may need to be a greater focus on operational and compliance risks which may impact on financial or reputational risks.	
M19/218	The Board approved the updated risk management policy.	
	Risk register action plan	
M19/219	The Board received and noted the contents of the risk register action plan.	
	GOVERNANCE	
	Appointment of Chair and Vice-Chair	
M19/220	The Chair, Dr Morton and Mr Stone left the meeting at this point.	
M19/221	Mrs Thomson reported on the recent discussions at Search and Governance Committee and the Board approved the reappointment of Mr Mabbitt as Chair, for the period to 31 December 2020. The Board also approved the appointment of Dr Morton, as Chair, from 1 January 2021, with Dr Morton and Mr Stone serving as joint Vice-Chairs until that time, and Mr Stone continuing thereafter as Vice-Chair. Members agreed that this would support a smooth transition process for the leadership of the Board.	
	Reports from Committees	
M19/222	The Board had received the reports from committees and noted the contents. The Board approved the appointment of Dr Birkinshaw to the Finance, Resources and Investment Committee, and the appointment of Ms Baxter and Ms Woodhall to the Search and Governance Committee. The Board also approved the appointment of Mr Mabbitt as Chair of the Search and Governance Committee from 1 August 2020, following Mrs Thomson's resignation from the Board. It was noted that there were a number of other recommendations, the papers for which had been circulated as separate agenda items.	
	Key Performance Indicators	
M19/223	Governors had received the paper on the proposed key performance indicators (KPIs) and it was noted that each Committee had considered the key performance indicators within its remit at their meetings in the summer term. A Governor challenged that the KPIs relating to recruitment, achievement and retention should also be included in the list of KPIs monitored by the Board, in particular the actual enrolment figures as well as the applications. The Principal reported that the KPI on applications was reported to the Finance, Resources and Investment Committee, and that achievement and retention KPIs would be included in the learning, teaching and assessment paper to the Board. It was agreed that enrolments should, however, also be included in the Board KPI paper along with retention and achievement. A question was asked about cross referencing of the risk register to KPIs and the Principal agreed to check that there were sufficient links, as well as a link between the risk register and the Strategic Plan.	Principal
M19/224	Governors agreed that the list of KPIs was long and that it may not be necessary to have as many KPIs relating to training, but that it was important to increase the focus on KPIs related to the Strategic Plan. Whilst ensuring that KPIs did not become too onerous without adding value, the Board recognised their importance in benchmarking the College as well as in monitoring progress during the academic year.	Principal
	ITEMS FOR APPROVAL ON RECOMMENDATION OF COMMITTEES	
M19/225	The Board had received a number of items which had been considered by the Committees and which had been recommended to the Board for approval. The Board approved the following: <ol style="list-style-type: none"> Sub-Contracting policy and fee schedule, and Sub-contracting arrangements for 2020-21, as recommended by the Finance, Resources and Investment Committee. 	

	<p>b. Prevent Strategy as recommended by the Learning, Teaching and Assessment Committee.</p> <p>c. Governors Code of Conduct, as recommended by the Search and Governance Committee, subject to a minor typographical change. A question was asked about whether Governors needed to sign the Code of Conduct and whether that could be done electronically, and the Director of Governance confirmed that all Governors were normally asked to sign it, and a separate email would be sent out.</p>	Director of Governance
M19/226	<p>The Internal Audit Strategy for 2020-21 had been circulated, following recommendation by the Audit Committee, and a question was asked about the rationale for a 6-day piece of work on HR. The Principal reported that they were keen to look at part-time contracts and controls around part-time pay, and this was a significant operational issue. It was suggested that it be made explicit within the scope so that the internal audit service was appropriately focussed on that. The Board approved the Internal Audit Strategy for 2020-21.</p>	VP F&R
M19/227	<p>The Scheme of Delegation had been circulated, which brought together all the terms of reference which had been reviewed and recommended by the individual committees. A question was asked about where responsibility rested for setting the framework of pay and conditions for staff other than senior posts and it was confirmed that it was a Board responsibility delegated to the Principal. The Board approved the Scheme of Delegation as circulated.</p>	
	DATE OF NEXT MEETING	
M19/228	<p>It was noted that a special meeting of the Board had been scheduled, due to the current pandemic, and was due to take place at 5.30pm on Wednesday 12th August 2020.</p> <p><i>Staff Governors and both Vice-Principals left the meeting at this point.</i></p>	
	SENIOR POSTHOLDER	
M19/229	<p>CONFIDENTIAL MINUTE</p> <p>The meeting closed at 7.15pm</p>	