

**MINUTES OF MEETING OF THE GOVERNING BOARD
HELD AT 5.30PM ON THURSDAY 25 MARCH 2021 VIA TEAMS**

Present: Dr S Morton (Chair) Mx L Johnson (Principal)
Ms J Baxter Ms A Peters-Day
Dr A Birkinshaw Ms F Sreeves
Mr A Brown Mr M Stone
Mr E Drake Ms E Woodhall

In attendance: Mrs A Lall (Vice-Principal Curriculum and Quality)
Mr G Dixon (Vice-Principal Finance and Resources)
Mrs J Matthews (Director of Governance)

ACTION

	APOLOGIES FOR ABSENCE	
M20/116	There were apologies for absence from Mr Langton.	
	DECLARATIONS OF INTEREST	
M20/117	There were declarations of interest from Mr Brown in relation to Craven District Council, Ms Peter-Day in relation to West Yorkshire Combined Authority and Ms Baxter in relation to the Equine Unit.	
	IT AND CYBER-SECURITY	
	CONFIDENTIAL MINUTE	
M20/118 - 119		
	MINUTES OF 10 DECEMBER 2020	
M20/120	The minutes of the meeting held on 10 December 2020 were approved.	
	REVIEW OF ACTION TRACKER AND MATTERS ARISING ON THE MINUTES	
M20/121	Governors noted the updated action tracker.	
	PRINCIPAL'S REPORT	
M20/122	The Board had received the Principal's report and a number of points were highlighted. It was noted that the ESFA had announced that week that the threshold for clawback on AEB funding would be 90% which would present financial challenges for many colleges. The sector would continue to lobby for this to be reduced. A question was asked about the reported 17% shortfall for the College and the Principal confirmed that the projected delivery was 73%, therefore leaving a 17% shortfall on the 90% threshold set by the ESFA. In response to a further question, the Principal confirmed that 73% was a realistic forecast rather than a best or worst case scenario. A question was asked about whether any additional redundancies were being considered and the Principal reported that it would be approached through overall cost base control as those staff would be needed the following year. A further question was asked about the impact on the bottom line and the Vice-Principal reported that the exact calculations had yet to be done, but it was anticipated that there would be an impact in the region of £50-70k. It was noted that the ESFA intended to clawback the funds in December 2021 although there was an option to spread repayment over a 4-month period. It was agreed that efforts should continue to lobby MPs and through the AoC over the coming months.	
M20/123	The Investors in People assessment had been completed the previous week and the outcome had been positive. The full report would be circulated once it was received. A question was asked about the key themes identified during the Investors in People assessment and how those would be addressed. The Principal reported that feedback indicated that staff were supportive of the new SMT, and were positive about communication and decision making. There were some issues with the new middle management, largely due to the new structure. There had been a lot of changes recently carried out in parallel, and it had been highlighted	Principal

that there was now a need to minimise the amount of change, and any future change should be in series, with time to consolidate. A follow-up session with managers would take place in a few weeks' time to decide how to take recommendations forward.

M20/124 A question was asked about whether the issues in relation to the opening hours for the Equine Unit had been resolved and the Principal reported that following discussions with Craven District Council, the planning conditions were now more reasonable and it was due to be considered by the Council's Planning Committee shortly.

M20/125 A question was asked about whether any work had taken place to check how students were settling back into College and the Vice-Principal (Curriculum and Quality) reported that she had been walking around, as had managers, to identify any issues. Students were pleased to be back in College although there were concerns amongst them about next steps and how they would catch up on missed work.

M20/126 A Governor questioned whether it was voluntary for staff to carry out Covid-19 tests at home and if enough staff were taking them. It was confirmed that it was voluntary but that there had been a good take up.

OPERATING PLAN UPDATE

M20/127 The updated operating plan had been circulated and it was noted that the majority of the plan was on target or completed. Those actions that were not on schedule may need to be reviewed and new targets set for 2021-22.

FEC BENCHMARKS UPDATE

M20/128 A paper had been circulated setting out the new FEC benchmarks and the implications for the College as a result. It was noted that EBITDA had been changed to adjusted operating surplus which included depreciation. Since the College's depreciation was quite high, discussions had been taking place with the auditors to look at how that might be reduced. A paper would be submitted to the next meeting of the Finance, Resources and Investment Committee for consideration. LGPS pension cash contributions could now be excluded from staff costs which took that figure below 65%. A question was asked about whether the changes to adjusted current ratio would be more unfavourable in light of the AEB clawback and it was confirmed that it would be.

LEARNING AND TEACHING

Learning and Teaching report

M20/129 The Vice-Principal (Curriculum and Quality) presented the Learning and Teaching report and highlighted key points. It was noted that approval had been received from the University of Hull and once the legal agreement had been signed, official notice would be given to the Open University.

M20/130 A question was asked about why attendance in English was worse than in Maths and whether there was a particular issue. It was reported that the English team was strong overall but a recent deep dive suggested that students had not re-engaged well, and that not all English teachers were being used to their strengths.

STUDENT GOVERNOR REPORT

M20/131 The Student Governor report had been circulated and it was noted that work was taking place to try to establish contact with more students. A question was asked about whether there were any plans to raise awareness around the local elections and Ms Sreeves reported that had not been discussed but she would include it in their plans. Mr Brown reminded Ms Sreeves that, as the Student Union link, he was available to meet if it would be helpful.

STRATEGIC PLANNING

Sub-contracting Strategy

M20/132 CONFIDENTIAL MINUTE

- 134	
	HE Plan
M20/135	The Board had received the proposed HE Plan which had been refreshed, and was approved as circulated.
	Marketing Strategy
M20/136	The Board had received the Marketing Strategy and noted that applications had doubled compared to the same point the previous year. In light of the impending retirement of the Marketing Manager, it was reported that an advert would be launched after Easter for a new Marketing and events Manager.
M20/137	Whilst Governors recognised the progress that had been made in this area, it was felt that there was a gap in relation to reputation and understanding the external perception of the College, particularly amongst students and the community. The Principal reported that work was already underway on gathering that information so that there could be a better understanding of how different audiences should be targeted. A question was asked about whether there were plans to carry out a stakeholder survey, particularly with schools, and the Principal reported that the marketing funnel was being looked at, and that there was a member of staff in the Marketing department who had the role of customer relationship manager with schools. Governors reiterated the importance of using existing and recent students to market the College.
M20/138	Governors approved the Marketing Strategy as circulated, whilst recognising that it was work in progress.
	EQUALITY, DIVERSITY AND INCLUSION
M20/139	Equality, Diversity and Inclusion annual report 2019-20 The Board had received the Equality, Diversity and Inclusion annual report 2019-20 and the equality objectives were highlighted, which were approved. Governors observed that the recent remote learning had made the College accessible to a wider group of students and that this should be highlighted and publicised. A question was asked about whether there should be an additional objective around disability and the Principal reported that whilst gender and ethnicity were a key focus, they would like to work towards the Positive about Disability mark. The Principal confirmed that the report would be produced annually by the end of each calendar year.
	Equality, Diversity and Inclusion Policy
M20/140	The revised Equality, Diversity and Inclusion Policy, which had already been considered by the Staffing and Remuneration Committee, had been circulated and was approved .
	RISK MANAGEMENT
M20/141	The Principal presented the strategic risk register and action plan and its contents were noted.
	GOVERNANCE
M20/142	Reports from Committees The Board received reports from committees and noted the contents. All recommendations from Committees had been approved elsewhere on the agenda.
	Gender Pay Gap
M20/143	A report on the Gender Pay Gap had been circulated and it was noted that there were now more females in the highest quartile, with the gender pay gap having reduced. It was recognised that almost 75% of the workforce was currently female but that the planned curriculum changes were likely to lead to increased male staffing.
	Financial Regulations
M20/144	The Board received a copy of the updated Financial Regulations which had been considered by the Finance, Resources and Investment Committee and which were approved as circulated.

REVIEW OF MEETING

M20/145 Governors reviewed the effectiveness of the meeting and no actions were identified.

All staff and student Governors left the meeting.

SENIOR POSTHOLDERS

M20/146 CONFIDENTIAL MINUTE

The meeting closed at 8.00pm.