

**MINUTES OF MEETING OF THE GOVERNING BOARD
HELD AT 5.30PM ON THURSDAY 14 OCTOBER 2021 VIA TEAMS**

Present: Dr S Morton (Chair) Mx L Johnson (Principal)
 Ms J Baxter Dr J Guth
 Dr Birkinshaw Ms A Peters-Day
 Mr A Brown Mrs J Rogers
 Professor J Craig 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**
- M21/04 There were apologies for absence from Mr Langton. It was reported that it was Ms Baxter's last meeting as her term of office came to an end, and the Chair thanked her for all her hard work as a Staff Governor. It was noted that the recruitment process was underway for two new Staff Governors.
- GOVERNANCE**
- M21/05 The Board **approved** recommendations to appoint Mrs Rogers to the Search and Governance Committee and Professor Craig to the Audit and Learning, Teaching and Assessment Committees with immediate effect.
- M21/06 The Chair reminded all Governors who had not yet completed the Equality and Diversity survey to do so to enable a return to the ESFA to be made.
- DECLARATIONS OF INTEREST**
- M21/07 There was a declaration of interest from Mr Brown in relation to Craven District Council.
- MINUTES OF 8 JULY 2021**
- M21/08 The minutes, including the confidential minutes, of the meeting held on 8 July 2021 were approved.
- REVIEW OF ACTION TRACKER AND MATTERS ARISING ON THE MINUTES**
- M21/09 Governors noted the updated action tracker.
- PRINCIPALSHIP REPORT**
- M21/10 The Board had received the Principalship report and a number of points were highlighted.
- M21/11 A question was asked about the situation in relation to mask wearing in College and the Principal reported that it was highly recommended but the majority of staff were not wearing masks. The Chair highlighted the risk of easier access to the buildings in light of open doors to increase ventilation, and that staff should be reminded to challenge unfamiliar people on site. A further question was asked about the plans for the CO2 monitors and it was reported that they would be introduced gradually and monitored.
- M21/12 A query was raised about the unemployment data and it was confirmed that there were more jobs and a shortage of labour therefore there were more vacancies unfilled.
- OPERATING PLAN 2021-22**
- M21/13 The updated operating plan had been circulated and it was noted that four actions remained outstanding, which would be moved into 2021-22.

M21/14	<p>Governors expressed concern about the operating plan which did not appear to reflect the College's core business strongly enough and did not provide enough information for the Board to monitor effectively. It was requested that the plan be grounded in metrics that enabled the Board to see the impact, with comments included in the progress column. Governors reported that deliverables and milestones were needed to allow them to track progress and the RAG rating was inconsistent in places. Whilst the Board was pleased to note the inclusion of sustainability, measurable targets were needed. It was suggested that the separate sections should be considered by individual committees before submission to the Governing Board and it was noted that it was an agenda item at the first cycle of committee meetings.</p>	Principal
	<p>STUDENT ACTIVITY REPORT</p>	
M21/15	<p>The Student Activity report had been circulated and it was noted that the College was 3% above the ESFA funding target but below the curriculum plan target. Work had been taking place to merge groups and ensure staff savings. It was reported that enrolment for 16-19 courses had increased largely due to the introduction of new courses. The Principal highlighted the significant risk to budget in relation to HE and the concerns in relation to apprentices which was incurring additional costs whilst ensuring they remained ready for end point assessment.</p>	
M21/16	<p>A Governor questioned the impact of being below the curriculum plan target and the Principal reported that all resourcing had been planned based on those figures. In response to a follow up question about whether there might be a further reduction at 42 days, the Vice-Principal (Curriculum and Quality) reported that she felt that all those that were likely to leave had already done so, but that the College continued to recruit and enrol.</p>	
M21/17	<p>Governors sought clarification on whether targets referred to within the risk analysis were ESFA or internal targets, and requested that those be made clearer in future, including both figures and targets, so that Governors could ensure they were comparing like with like. It was also requested that care be taken to ensure that figures were consistent with other data provided in the reports.</p>	Principal Principal
M21/18	<p>The Board expressed concern at the static recruitment figures, given the growth the previous year, and confirmed that it had expected continued progression and momentum. Of particular concern was the fact that the growth was due to new courses. Disappointment was expressed about the lack of detail provided to Governors and it was requested that a comprehensive report be presented to the next meeting, setting out the figures and direction of travel for each curriculum area, as well as HE. The Principal agreed that the figures were disappointing and plans were being developed for recruitment in year. It was suggested that not only should the short-term financial effects be drawn out but also the long term strategic trends.</p>	Principal
M21/19	<p>A question was asked about the impact on class sizes given the lower numbers, and the Vice-Principal (Curriculum and Quality) reported that workshops were limited by size and that class sizes were being maximised where possible.</p>	
	<p>FEC DIAGNOSTIC ASSESSMENT</p>	
M21/20	<p>A brief update on the FEC Diagnostic Assessment return visit had been circulated and Governors were pleased to note the provisional outcome. Thanks were expressed to all Governors who had been involved and the Vice-Principal (Finance and Resources) for his work on leading the visit. It was noted that the formal outcome and written report was still awaited and would be circulated once available.</p>	
	<p>LEARNING AND TEACHING Learning and Teaching report</p>	
M21/21	<p>The Vice-Principal (Curriculum and Quality) presented the Learning and Teaching report and highlighted key points. It was noted that 16-18 achievement had fallen significantly with the main issue relating to functional skills. In relation to 19+, best case achievement was 90% and final data would be reported to the Learning, Teaching and Assessment Committee in November. Attendance remained an issue with a 5% decrease and it was reported that this was</p>	

largely due to having been out of routine for such a long period during lockdown.

M21/22	Governors expressed serious concern about the data and whether it was linked to the poor recruitment. A Governor challenged the fact that the lesson observation data and deep dives were RAG rated green but the outcomes were red, and whether the system was robust enough. A further challenge was made about whether the focus was appropriate if all systems had been revised and yet outcomes had declined, and requested information on what measures and actions were being taken to improve the position.	
M21/23	A further challenge was presented by Governors as to why the outcomes and the progress updates in the QIP remained green and had not been appropriately updated. The Vice-Principal (Curriculum and Quality) confirmed that the QIP would be reviewed once the final data was available and the full action plan presented to the Learning, Teaching and Assessment Committee in November.	
M21/24	The Vice-Principal (Curriculum and Quality) reported that she felt the College had robust systems in place, although it might be necessary to improve some areas and that it was important to acknowledge the challenges of the year. In response to a question about whether the best teachers were timetabled for the most challenging programmes, it was reported that the best teachers taught across all programmes, including entry level and Level 1.	
M21/25	A Governor challenged whether departments themselves were taking responsibility for attendance and the Vice-Principal (Curriculum and Quality) reported that everyone had to take responsibility and be accountable for attendance, and this was to be discussed with Curriculum Managers at their meeting the following day. A follow-up question was asked about how staff were held accountable for attendance, retention and achievement and the Vice-Principal (Curriculum and Quality) reported that meetings were held with managers looking at KPIs before they then held one to one meetings with staff. New weekly reports had been developed which allowed staff to drill down into the data, and all data was held in one place, making it easier to follow. A Governor challenged whether targets were set for these in staff performance reviews and the Vice-Principal (Curriculum and Quality) reported that she would check but managers were expected to. It was suggested that the performance review process should reflect on the previous year to set targets for the coming year, and that the process be reviewed to ensure all staff were held accountable.	VP C&Q Principal
M21/26	A Governor challenged the risk rating of green in relation to underperformance and the Principal confirmed that should be red as all targets had been missed, and would be updated. The Principal confirmed that this would be given the fullest attention and staff redeployed to support students who were finding College difficult.	Principal
M21/27	DRAFT QIP 2021-22 The draft QIP 2021-22 had been circulated and it was reported that further actions would be added once the Self-Assessment Report had been finalised. Governors challenged the format of the report which it was felt did not provide enough information to support the judgements made. The Principal agreed that the QIP needed to be made more straightforward with a clear overview of the outturn of the previous year's QIP and intentions for the current year. Governors requested that it be simplified, returning to core messages and KPIs which would allow Governors to understand progress better. It was agreed this would be refined for presentation to the the Learning, Teaching and Assessment Committee prior to the final version being presented to the Board.	Principal/VP C&Q
M21/28	CURRICULUM DEVELOPMENT AND PLAN 2022-23 A paper setting out plans for curriculum planning for 2022-23 had been circulated and it was noted that planning would be for a 3-5 year period not on a year by year basis, which was welcomed by Governors, provided there was also flexibility to be responsive if necessary. New HE proposals including Conservation and Wildlife and Counselling and Psychotherapy were highlighted and in response to a question as to whether the latter would have the diploma	

embedded, it was confirmed that it would, if possible.

Mr Brown left the meeting at this point.

M21/29 A Governor questioned whether the income and activity was being modelled bottom up, and it was confirmed that it was, and in response to a further question about whether the 50% contribution was fixed, the Principal confirmed that it was indicative but that they were aware how much different areas should be contributing.

M21/30 A Governor challenged where the needs analysis for employers and skills was being captured within the curriculum design, and the Vice-Principal (Curriculum and Quality) reported that Vector was being used as part of the planning and each subject sector had access to sector information. This had been the rationale for the growth areas although the Principal emphasised that it was important to have an offer that was attractive to young people. A question was asked about whether each manager had a curriculum intent document prepared for Ofsted and it was confirmed that they had.

FINANCE AND RESOURCES

Financial position summary

M21/31 A summary of the current financial position was presented and it was noted that there was a positive cash position at the end of the 2020-21 academic year. It was reported that discussions were taking place with the ESFA regarding clawback of the AEB funds and a question was asked about where that had been reflected in the cash flow. It was confirmed that it had been included from December but in four instalments. Governors noted that the College was running with a high cash balance and questioned whether that was most efficient use of the asset. The Vice-Principal (Finance and Resources) reported that the current cash position was the peak of the year but was required for payroll. Once the High Street sale completed, consideration might be given to how to invest it to get a better return.

Regularity Questionnaire

M21/32 The Regularity Questionnaire 2020-21 had been circulated and was **approved**.

Sub-contracting report 2019-20 and 2020-21

M21/33 The updated sub-contracting report for 2019-20 and the report for 2020-21 had been circulated and it was noted that the final 2019-20 figures had not been reported after finalisation at the time. No sub-contracting would be undertaken in 2021-22 and final figures for 2020-21 would be reported once available.

RISK MANAGEMENT

Strategic Risk Register and Action Plan

M21/34 The Strategic Risk Register and Action Plan had been circulated and the Principal highlighted that there had been a significant reduction in the number of risks. They drew attention, however, to the increased risks relating to the shortfall in income and failure to collect the additional, required destination information. In response to a question regarding the shortfall in income, it was reported that much was around HE with a shortfall of £230k in that area.

M21/35 A Governor challenged the fact that many of the risks were rated green when they should not be and requested that they be reviewed in light of emerging information. Members also noted that no risks had been identified in relation to staff morale or satisfaction and should also be included.

**Principal
Principal**

M21/36 A question was asked about who collected destination information and it was reported that staff had been collecting it, but a new system was required in order to ensure there was systematic collection of the required information.

REVIEW OF MEETING

M21/37 Governors reviewed the effectiveness of the meeting and agreed that some improvements to papers had been requested, including the information provided to allow Governors to have

clear visibility of some key issues.

DATE OF NEXT MEETING

M21/38

It was noted that the next meeting was a Board Briefing to be held on 11 November 2021 at 5.30pm, with a Board meeting on 9th December 2021 at 5.30pm.

The meeting closed at 7.30pm