

**MINUTES OF MEETING OF THE GOVERNING BOARD
HELD AT 5.30PM ON THURSDAY 31 MARCH 2022 VIA TEAMS**

Present: Dr S Morton (Chair) Mx L Johnson (Principal)
 Dr A Birkinshaw Mr D Langton
 Mr A Brown Mrs J Rogers
 Ms M Chadwick Mr M Stone
 Mr E Drake Mrs E Woodhall
 Dr J Guth

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

ACTION

	<p>APOLOGIES FOR ABSENCE</p> <p>M21/114 There were apologies for absence from Professor Craig and Mrs Kerrick. The Chair reported that Mrs Ralph had resigned from her post at the College and had therefore left the Board. A recruitment exercise would now take place for both business support and teaching staff vacancies.</p> <p>DECLARATIONS OF INTEREST</p> <p>M21/115 There was a declaration of interest from Mr Brown in relation to Craven District Council.</p> <p>MINUTES OF 19 JANUARY 2022</p> <p>M21/116 The minutes of the meeting held on 19 January 2022 were approved.</p> <p>REVIEW OF ACTION TRACKER AND MATTERS ARISING ON THE MINUTES</p> <p>M21/117 Governors had received the action tracker and noted the updates on previous actions.</p> <p><i>M21/02 – admissions policy</i></p> <p>M21/118 It was reported that there was no service level agreement in the current admissions policy and that it would be updated when the team leader returned to work after absence.</p> <p><i>M21/25 – targets for managers</i></p> <p>M21/119 Governors emphasised that they were keen that targets were set for managers rather than just shared with them, and the Principal confirmed that action should be updated to clarify that targets were set. It was highlighted that this needed to be clear so that it was in place throughout the College, from the Principal down, and it could then be audited to ensure it was in place. It was requested that the action tracker be updated to reflect this.</p> <p><i>M21/107 – Staff Board</i></p> <p>M21/120 It was reported that the Staff Board had not been discussed at the Governor listening sessions and a question was asked about whether staff had been asked in the SMT listening sessions. The Principal reported that staff had been asked for their preferences and they had reported that they favoured the listening sessions as they were more specific to their team needs.</p> <p>M21/121 Governors highlighted the importance of the actions resulting from the listening sessions and that a Staff Board often led to more formal responses. The Principal reported that there was a staff engagement policy in place with an associated action plan, and that following the listening sessions, feedback had been provided to the Staff Conference. It was agreed that the staff engagement policy should be implemented and the situation revisited once there was some feedback on how effectively that was operating.</p> <p>PRINCIPALSHIP REPORT</p> <p>M21/122 The Principal presented their report and the key points were highlighted. Governors welcomed the feedback from the FEC but questioned whether there was any concern about further visits taking place. The Principal reported that the ESFA had now written to the College</p>	
		Principal
		Principal

confirming its good financial health for 2020-21, and that any support from the FEC was welcomed.

M21/123	A Governor highlighted the importance of the Board having visibility of the cycle of data to be presented to the Board regularly, so that Governors could be assured that they were receiving all the information they required to fulfil their roles. It was confirmed that the Board business cycle was circulated annually and was available on the Governors portal, however it was agreed to discuss this further outside the meeting.	DG/A Brown
	Operating Plan update	
M21/124	The Board had received the updated operating plan and the Principal agreed to add trend arrows in future.	Principal
M21/125	A Governor challenged those items still RAG rated amber, and the Principal reported that they were on target but not yet overdue. Governors requested an explanation for those actions still RAG rated red, and what steps would be taken to address those. The Principal identified that actions around the apprenticeship academy and diversification of income were likely to remain red, with work having started on the labour market intelligence to inform higher level apprenticeships, and the pay and reward strategy.	Principal
M21/126	A Governor highlighted concerns around student satisfaction, outcomes and quality of teaching and learning, and noted that the KPIs referred to the previous year rather than in year figures. Concern was expressed that further information had not been presented on how the College would ensure very good quality teaching and learning, student satisfaction and outcomes by the end of the year, and that the College was being distracted from its core business. The Principal reported that these actions were identified in the Quality Improvement Plan (QIP) rather than the longer term intentions in the strategic and operating plans, but Governors emphasised the importance of the link between the strategic plan and the QIP. It was agreed that the quality aspects of the College's provision would be considered when the Strategic Plan was reviewed at the Away Day in June.	Principal/Chair
M21/127	A question was asked about whether the apprenticeship academy was required in order to offer apprenticeships, as there appeared to be a lot of work for small numbers of students, and the Principal confirmed that it was an internal opportunity.	
M21/128	A Governor challenged when the curriculum plan would be available for Governors to consider and the Principal agreed to aim to provide it for discussion at the Learning, Teaching and Assessment Committee meeting in May.	Principal
M21/129	A Governor questioned progress with the Talking Business fora, and the Principal reported that they were focussing on some key areas but it was not progressing as fast as had been hoped.	
	Marketing Strategy	
M21/130	Governors had received the updated Marketing Strategy which was a continuation of the previous marketing plan. A Governor challenged that the Strategy did not refer to apprenticeships, AEB or Higher Education and the Principal agreed that a centralised, consistent approach to marketing was required. It was agreed that the current strategy did not reflect that and it was requested that it be revised to include those. It was agreed that the Board should review the Strategy again early in the following academic year.	Principal Principal/DG
	LEARNING AND TEACHING	
	Learning and Teaching report	
M21/131	The Principal presented the Learning and Teaching report, in the absence of the Vice-Principal (Curriculum and Quality) and highlighted that the most significant concern was attendance. A Governor challenged whether retention was ahead of the same point the previous year as that was an important indicator, and the Principal confirmed that it was not. A follow up question was asked about attendance in relation to the previous years and the Principal reported that	

	attendance had been unsatisfactory for some time. Governors requested that comparative data from previous years be included in order to identify problems although a different approach may be needed for different types of data.	Principal/VP C&Q
M21/132	A Governor challenged whether the 2% of students who were reported as not going to achieve were included in the 5% of students at risk and the Principal reported that the 2% were those that were unlikely to achieve, whereas the others had positive intervention and action plans which should help them to achieve. Governors highlighted that forecasting was not yet accurate enough to predict the achievement outturn.	
M21/133	A Governor questioned whether the College was making full use of the Covid 16-19 tuition fund and the Principal reported that there was a strategy with targeted intervention. The Student Governor highlighted that lessons of 3 hours were too long for many students and the Principal reported that it had been discussed with students previously, but that they would discuss English and maths timetabling further with the Student Governor outside the meeting. It was noted that the matter had also been discussed at a recent meeting of the Learning, Teaching and Assessment Committee and that it was possible to have successful, shorter sessions of English and maths.	Principal
	Quality Improvement Plan update	
M21/134	The update on progress with the Quality Improvement Plan had been circulated and it was noted that both attendance and student experience had declined in the third quarter of the year. It was highlighted that the format was confusing in having three key areas under five headings and the Principal reported that they had been aligned to the Ofsted inspection framework. Governors also commented that the executive summary did not help Governors in their understanding and navigation of the appendices.	
M21/135	Governors expressed concerns that the College was now in the window for Ofsted and questioned how rapidly improvements could be made. The Principal agreed that the position needed to improve and was the reason that a focussed approach was being taken. Governors pressed further on the pace of improvement and what was required in order to ensure more rapid improvement. The Principal reported that the measures being put in place included supporting teachers, engaging with students and intervention at individual student level. A further challenge was issued about how much the College was engaging with parents in relation to attendance and achievement, and employers in relation to apprenticeships. The Principal reported that it was variable across the College and Governors requested that consideration be given to doing more to support students at risk.	Principal
	STUDENT GOVERNOR REPORT	
M21/136	Governors received the Student Governor report and congratulations were expressed to the Student Union on the range of activities taking place. Concerns about the Café were noted which were being taken forward through the estates plans.	
	FINANCE	
	Financial Position summary	
M21/137	The Vice-Principal (Finance and Resources) presented the financial position summary and it was noted that confirmation of the ESFA financial grade Good for 2020-21 had been received.	
	Sub-contracting final data 2020-21	
M21/138	The final sub-contracting data for 2020-21 had been circulated which was based on the final regulatory return, and the contents noted. A question was asked about whether achievement rates would be included in the report in future and it was reported that no further sub-contracting was taking place.	
	Financial regulations	
M21/139	The updated financial regulations had been circulated and were approved as circulated.	

Dr Birkinshaw left the meeting at this point.

GOVERNANCE

Reports from Committees

M21/140

Governors received the reports from Committee Chairs and **approved** the following recommendations:

- i. The Course Fee and Refund Policy
- ii. The appointment of Mr Richard Newall as Teaching Staff Governor and Mrs Julie Atkins as Business Support Staff Governor, both for a four-year period, with immediate effect.
- iii. The appointment of a second Vice-Chair of the Board with effect from 1 August 2022, to aid with succession planning.
- iv. The appointment of Dr Jess Guth to the Staffing and Remuneration Committee, with immediate effect.
- v. Adoption of the revised Code of Good Governance for English Colleges.
- vi. The updated Local Government Pension Scheme (LGPS) Employer Discretionary Policy
- vii. The re-appointment of TIAA as internal auditors, and Armstrong Watson as external auditors, for a further 2-year period, with effect from July 2022, as recommended by the Audit Committee. It was noted that there was a small increase in the fees for Armstrong Watson of £650 per annum, and a 2.7% increase in the daily rate for TIAA.
- viii. Inclusion of a pay award in the budget for 2022-23 and a pause in phase 2 of the harmonised pay structure, which was also on the agenda as a separate item.
- ix. The Gender Pay Gap report for 31 March 2021.

M21/141

It was highlighted that there remained some gaps in Designated Governor roles, particularly relating to Staff Health and Wellbeing, Evolve and Land-based, and any Governors who were interested in the roles were invited to contact the Director of Governance.

RISK MANAGEMENT ANNUAL REPORT

M21/142

The annual report on risk management had been circulated and the Principal highlighted the key points. A Governor challenged whether the risks around the shortfall in income and clawback from funding partners were the same risk and whether they were covered within the control budget. The Vice-Principal (Finance and Resources) reported that although the control budget had been amended, the two risks had been kept separate due to the ongoing potential risk of clawback against the current year's under delivery. A further question was asked about why the risk was not within the finance papers but was shown in the risk register and the Vice-Principal (Finance and Resources) reported that whilst the College was on track to deliver the West Yorkshire allocation, there was a potential risk associated with the non-devolved allocation.

REVIEW OF MEETING

M21/143

Governors reviewed the effectiveness of the meeting and agreed that it was important to ensure that the executive summaries reflected the contents of the paper and appendices.

Principal

DATE OF NEXT MEETING

M21/144

It was noted that the next meeting was the Board Briefing on Thursday 26th May followed by the Away Day scheduled for Thursday 30th June 2022.

Ms Chadwick left the meeting at this point.

M21/145

SMT Structure

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CONFIDENTIAL MINUTE

M21/148

M21/149

Pay Review

-M21/151

CONFIDENTIAL MINUTE

The meeting closed at 7.35pm.