

**MINUTES OF MEETING OF THE GOVERNING BOARD
HELD AT 5.30PM ON MONDAY 11 JULY 2022 VIA TEAMS**

Present: Dr S Morton (Chair) Mx L Johnson (Principal)
 Professor Craig Mr R Newall
 Dr J Guth Mrs J Rogers
 Mr D Langton Mr M Stone

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

ACTION

	APOLOGIES FOR ABSENCE	
M21/152	There were apologies for absence from Dr Birkinshaw, Mr Drake, Mr Brown and Mrs Kerrick.	
	DECLARATIONS OF INTEREST	
M21/153	There were no declarations of interest.	
	MINUTES OF 31 MARCH 2022	
M21/154	The minutes of the meeting held on 31 March 2022, along with the confidential minute of the same meeting, were approved.	
	REVIEW OF ACTION TRACKER AND MATTERS ARISING ON THE MINUTES	
M21/155	Governors had received the action tracker and noted the updates on previous actions.	
	<i>M21/119– targets for managers</i>	
M21/156	Governors emphasised that they were keen that targets were set for managers rather than just shared with them, and the Principal confirmed that there were high level targets and details were included in the operating plan update.	
	<i>M21/126 – strategic plan</i>	
M21/157	The Principal reported that work had started on the update of the Strategic Plan following the Away Day and it would be prepared for the October Board.	Principal
	<i>M21/131 – comparative data</i>	
M21/158	A Governor challenged progress on providing comparative data to Governors and the Vice-Principal (Curriculum and Quality) reported that the process of manually collating the historical data had begun and a new report writer had been appointed in MIS who would be responsible for progressing this.	
	OPERATING PLAN UPDATE	
M21/159	The Board had received the updated operating plan and the Principal reported that at the time of writing, employer satisfaction data had not been available but the results had now been received and satisfaction was 92%.	
M21/160	A Governor sought clarification that the table at the beginning of the report indicated that the College was on track or ahead on all targets and performing well overall. The Principal reported that apprenticeship achievement was only 50% for the year to date with a target of 75%, and AEB income had slipped since the paper was written and was unlikely to change much. They acknowledged that some targets RAG rated amber were actually red.	
M21/161	A Governor queried the position in relation to Ofsted and the Principal confirmed that the College would receive a full inspection with a week’s notice. A further question was asked about how the College was preparing, with an independent assessment of the current position. The Vice-Principal (Curriculum and Quality) reported that the new Director of Curriculum had recently experienced an Ofsted inspection with their previous employer and was able to provide	

advice and guidance. A Governor challenged whether there should be KPIs around attendance and English and Maths within the *Excellent Education* section, and whether HE income should form part of the *Sound Financial Health*. The Principal responded that HE income was included within course enrolment data although a subsequent challenge was made that there should also be a KPI related to HE quality. It was reported that attendance had been delegated to managers, with Ofsted's main focus on in-year progress. Governors agreed that if Ofsted would measure the College on attendance, it should be included as a KPI. Governors expressed concern that the Board was not being presented with the KPIs that Ofsted would measure and the Principal agreed to review the KPIs in relation to both attendance and English and Maths.

Principal

M21/162 A Governor highlighted that the information presented under each column on the operating plan relating to Intent, implementation and progress did not accurately address those headings, and requested that some work was undertaken to ensure that the text related to the column headings. The Chair invited Governors with suggestions on the strategic KPIs to send those to the Director of Governance or Chair for discussion with the senior management team.

Principal

All

M21/163 A Governor challenged whether some of the RAG rating and progress updates in relation to happy staff were accurate given the inconsistency with other findings, such as those from the staff survey. A question was asked about when Governors would receive the results of the latest staff survey and the Principal reported that the data had been received but had not yet reviewed or benchmarked. Governors suggested that using previous benchmarks as a comparison would provide an indication of staff satisfaction. The Chair emphasised the importance of the Board having an understanding of staff morale and invited Governors to consider methods of engaging more with staff.

All

LEARNING AND TEACHING

Learning and Teaching report

M21/164 The Vice-Principal (Curriculum and Quality) presented the Learning and Teaching report, and highlighted that the most significant concern remained attendance. Student satisfaction had also fallen at the end of the year compared to the previous year and work was taking place with managers to engage more proactively with students. Performance meetings with managers throughout the year had been reintroduced. In light of the fact that there was no accurate data from the previous two years, predicted achievement for 2021-22 was difficult.

M21/165 A Governor asked for further explanation of the end of year survey results and it was reported that there had been a disappointing decline in student satisfaction, and those curriculum areas with the lowest results had the newest managers in post. Intensive support had been put in place for those students entering Year 2 in September 2022. A further question was asked about the frequency of student surveys and it was reported that the beginning of year survey would take place in October 2022, with another student voice exercise carried out in advance of that. It was agreed that it was important to carry out another survey prior to any inspection.

VP C&Q

Curriculum Plan 2022-23

M21/166 The Curriculum Plan for 2022-23 had been circulated and it was noted that this was unchanged since the Away Day. A question was asked about recruitment to T-levels and it was confirmed that only one T-level had recruited, and a further question was asked about whether that was in line with expectations. The Vice-Principal (Curriculum and Quality) reported that the business T-level had not recruited although there had been more than 20 applications for Science and Healthcare. Governors noted that there were significant concerns about student and parent understanding of T-levels, as well as the views of universities and employers.

M21/167 A Governor challenged whether the budget had been predicated on the curriculum plan and it was confirmed that it had been, and that T-levels was the greatest risk. It was reported that although the allocation was based on T-levels running, if they didn't, the numbers would move to study programmes, resulting in a slight loss. A further question was asked about whether the staff utilisation had been calculated and it was reported that the timetables had not been

	available at the time of drawing up the budget, but those could now be calculated, and it was requested that this be presented alongside budget information so that it could be monitored.	VP F&R
M21/168	A question was asked about whether the Labour Market Information (LMI) had informed this and whether there had been any surprising outcomes, and the Principal reported that the data from EMSI had not been available for the 2022-23 plan but would inform the curriculum plan moving forward. It was also intended to update the format of the plan, incorporating both LMI data and competitor analyses.	
M21/169	The Board approved the Curriculum Plan for 2022-23 and noted that the new guidance being released would impact on the future plans.	
	Access and Participation Plan	
M21/170	The updated Access and Participation Plan had been circulated which had already been considered by the Learning, Teaching and Assessment Committee. A Governor challenged the wording which still contained too much jargon and was not in line with the OfS model, and suggested that future plans should focus more on the College's progress rather than purely on compliance. It was highlighted that the risks and strategic areas in relation to disadvantaged groups were not reflected, and did not indicate a commitment to closing the gap, and there was also no indication of numbers in the Plan. It was highlighted that some of the bursary levels were very low and a question as asked about whether those had been reviewed. The Principal reported that they were kept under review but that there was a limited amount of money available which was not keeping pace with inflation.	VP C&Q
M21/171	The Board approved the plan subject to a further review of the language used to ensure there was less jargon, and modification of the section on minority ethnic groups and closing the gap. It was also agreed that the bursaries and household thresholds should be reviewed for the following year.	VP C&Q VP C&Q
	Destinations report 2020-21	
M21/172	Governors received the destinations report for 2020-21 and noted that more than 94% of students had positive destinations. It was agreed that this should be celebrated and that the senior management team should explore whether they could secure any publicity. In response to a question about whether it could be used to influence recruitment, it was confirmed that it was used regularly in marketing. A Governor questioned how many of the higher education students remained at Craven College, and it was reported that numbers were relatively low.	Principal
	Quality Improvement Plan update 2021-22	
M21/173	The latest update on the Quality Improvement Plan had been circulated and it was noted that the RAG ratings had been reviewed, with leadership and management dropping to red due to the decline in student satisfaction. Outcomes would also remain red until the summer outcomes were known.	
M21/174	Governors expressed concern that there had been a decline between Reviews 1 and 5 and it was reported that it had been a challenging year, but that one final review would be carried out before the start of the new academic year. Anything that had not been completed would be included in the following year's QIP and also be a target for managers.	
M21/175	Governors challenged how cautious the reviews had been, recognising that results were critical, and the Vice-Principal (Curriculum and Quality) reported that mental health issues among students were still having an impact and that the reviews had been cautious but realistic.	
	FINANCE	
	Financial Position summary	
M21/176	The Vice-Principal (Finance and Resources) presented the financial position summary and it was noted that the College remained on track to meet the budget. Cash was stable and there were no concerns.	

- M21/177 A question was asked about progress with the High Street sale and the Vice-Principal (Finance and Resources) reported that contracts had been exchanged just before Easter and it was hoped to complete by the end of December 2022.
- M21/178 A question was asked about why pay costs as a percentage of income had increased, and it was confirmed that was due to the drop in income.
- Budget 2022-23 and financial forecasts 2023-24**
- M21/179 The budget for 2022-23 and financial forecasts for 2023-24 had been circulated, and had been recommended to the Board by the Finance, Resources and Investment Committee. The Vice-Principal (Finance and Resources) highlighted the key points and assumptions and noted that the budget forecast good financial health, and the EBITDA was improving.
- M21/180 Governors congratulated the finance team and Finance, Resources and Investment Committee on the work to achieve a positive budget and questioned the ambition to grow income and reduce the cost base. It was reported that the priority was to set a balanced budget and modest growth had been forecast. Once clearer indications of 2022-23 recruitment were available, the 2023-24 forecast could be reviewed.
- M21/181 The Board agreed that work was required on a longer-term strategy and the growth needed, and that this would be an area for the Finance, Resources and Investment Committee to look at. It was recognised that 2022-23 was likely to be the first normal post-pandemic year and would provide good indications for future planning, and the Finance, Resources and Investment committee would aim to develop a medium-term financial plan over the next year.
- Pay award options**
- M21/183 Confidential minute
- 189
- Course Fees**
- M21/190 Governors received the proposed course fees as recommended by the Finance, Resources and Investment Committee and a question was asked about whether the higher education fees were comparable to other similar colleges. It was reported that the College presented best value on those courses and Governors questioned whether there was scope to increase them. It was recognised that increases in costs could place the College under an unnecessary financial burden and it was agreed that consideration should be given to the course fees for 2023-24 in the autumn term. The Board **approved** the Course Fees for 2022-23 as proposed.
- GOVERNANCE**
- Reports from Committees**
- M21/191 The Board received the reports from committees and noted the contents. A number of recommendations were considered and the Board **approved** the updated terms of reference for the Audit, Search and Governance, Learning, Teaching and Assessment and Finance, Resources and Investment Committees.
- M21/192 The Board had received the updated Standing Orders and **approved** them on the recommendation of the Search and Governance Committee.
- Chair and Vice-Chair appointments**
- M21/193 A paper from the Search and Governance Committee had been circulated and it was noted that the current Chair would be standing down from his position as Chair as soon as was practicable in the autumn, and would leave the Board at the end of his term in March 2023. It was noted that the Vice-Chair, Mr Stone, would also finish his second term of office in March 2023 but that the Board had previously agreed to appoint a second Vice-Chair to ensure continuity.

VP C&Q/
VP F&R

M21/194	It was noted that the Chair had discussed the aspirations of Board members as part of the individual Governor performance reviews and although several Board members had expressed interest in the Vice-Chair position, only one had expressed interest in the Chair position.	Chair/DG
M21/195	After discussion, the Board approved the reappointment of Dr Morton as Chair and Mr Stone as Vice-Chair, along with the appointment Dr Birkinshaw as Vice-Chair, with effect from 1 August 2022 for the interim period until the new Chair was appointed. It was agreed that it would be preferable to appoint the new Chair from amongst existing Board members and that a recommendation for appointment of a new Chair should be brought to the next Board meeting for approval.	
M21/196	<p>Internal Audit Strategy</p> <p>The proposed internal audit strategy for 2022-23 had been circulated and had been recommended to the Board for approval by the Audit Committee. A question was asked about whether there were alternative mechanisms for reviewing the student voice rather than internal audit and it was reported that whilst there may not be much work to do from a control perspective, this was an area of risk and concern for the College so had been included in the plan. The Board approved the internal audit plan for 2022-23 as circulated.</p> <p>STUDENT GOVERNOR REPORT</p> <p>A report on student activity had been circulated and its contents were noted. A question was asked about when elections for the new Student Governor would be taking place, and it was reported that they were currently ongoing, but since it was not a strong field, they would continue in the early part of the new academic year. It was hoped to have an appointment by the end of September 2022.</p> <p>STRATEGIC RISK REGISTER</p> <p>The strategic risk register had been circulated and the Principal highlighted the changes. It was noted that there were strategic risks relating to income shortfall and the AEB.</p> <p>REVIEW OF MEETING</p> <p>Governors reviewed the effectiveness of the meeting and there were no new issues highlighted.</p> <p>DATE OF NEXT MEETING</p> <p>It was noted that the next meeting was the Board Briefing on Thursday 22nd September followed by the Board scheduled for Thursday 6th October 2022.</p> <p><i>All staff and the Director of Governance left the meeting.</i></p> <p>SENIOR POSTHOLDERS</p> <p>CONFIDENTIAL MINUTE</p>	
M21/197		
M21/198		
M21/199		
M21/200		
M21/201	The meeting closed at 7.45pm.	