

MINUTES OF MEETING OF THE GOVERNING BOARD HELD AT 4PM ON THURSDAY 6 OCTOBER 2022 VIA TEAMS

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

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

	<p>APOLOGIES FOR ABSENCE</p> <p>M22/08 There were apologies for absence from Dr J Guth, Ms Atkins and Mrs Kerrick.</p> <p>DECLARATIONS OF INTEREST</p> <p>M22/09 There were declarations of interest from Dr Birkinshaw and Mr Langton in relation to the item on the appointment of Chair and Vice-Chair.</p> <p>MINUTES OF 11 JULY 2022</p> <p>M22/10 The minutes of the meeting held on 11 July 2022, along with the confidential minute of the same meeting, were approved.</p> <p>REVIEW OF ACTION TRACKER AND MATTERS ARISING ON THE MINUTES</p> <p>M22/11 Governors had received the action tracker and noted the updates on previous actions.</p> <p><i>M21/119– targets for managers</i></p> <p>M22/12 The Chair reported that the objectives for the Principal had not yet been finalised and would be addressed through the Performance Development Review.</p> <p><i>M21/172 – marketing of positive destinations</i></p> <p>M22/13 The Principal reported that a number of case studies had been prepared in relation to the positive destinations</p> <p><i>M21/167 – staff utilisation</i></p> <p>M22/14 A Governor challenged whether there was any visibility on average class size and class utilisation and it was reported that draft information was available, showing average class size of around 13.6 and utilisation at 95%, but confirmed data would be presented to the Finance, Resources and Investment Committee in November. It was hoped that the average class size would have increased by November.</p> <p>PRINCIPALSHIP Principalship Report</p> <p>M22/15 The Board had received the Principalship report and members noted the contents. A question was asked about whether 16-19 recruitment was expected to drop below target after day 42 and the Principal reported that students were being placed on alternative courses in order to retain them, whilst recruitment was also continuing.</p> <p>M22/16 A Governor challenged the progress in relation to preparation for Ofsted and noted that a lot of activity was planned but little completed. The Vice-Principal (Curriculum and Quality) reported that the SAR was due to be finalised the following month, and the inspection plan had been drafted. Weekly meetings were taking place and the plan would be finalised the following week. It was noted that Governor training had taken place at the September briefing meeting and practice question sessions for Governors were being arranged.</p>	
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VP F&R

M22/17	A Governor questioned whether the plans at curriculum level reflected feedback from stakeholders and the Vice-Principal (Curriculum and Quality) reported that each curriculum area had completed that work the previous year and that curriculum planning sessions were being held at October half-term to look at this further. A follow up question was asked about how Governors would be updated on this and the Principal reported that this related to the duty to meet local needs. They reported that LMI analysis had been completed and the data in RCU Vector would be updated within two weeks, providing better visibility. They reported that an analysis of data had taken place and discussions had taken place with some businesses.	
M22/18	A Governor queried when the mock Ofsted might be carried out and it was reported that a Quality Improvement partner had been working with managers to look at curriculum intent and destinations. SMT members were carrying out walkthroughs and identifying queries or areas for improvement. Governors suggested that a mock Ofsted would be a useful activity which could be carried out in the early spring.	VP C&Q
	Staff Survey results and action plan	
M22/19	The results of the most recent staff survey, along with the resulting action plan had been circulated and it was noted that there was a declining picture over 3 years. The Principal reported that results had been fed back to staff at a high level and that further work was required on the low response rate.	
M22/20	A question was asked about whether response rates could be benchmarked and the Principal reported that they were not sure if that information was available. A concern was raised about whether the survey was sufficiently anonymous, with distinguishing features that might identify staff, and the Principal confirmed that it was and that any distinguishing questions were optional.	
M22/21	A further question was asked about the safeguarding concerns raised and why those did not feature in the word cloud. The Principal reported that there was no theme as to why staff responded negatively regarding safeguarding but ineffective sharing of information emerged as a theme across all aspects of the College.	
M22/22	A question was asked about how the results had been shared with staff and the Principal reported that a pre-recorded presentation had been made to staff at the start of the year and SMT had then met with individual teams. Governors urged the Principal to consider ways to meet with the staff all together, and in person, and they reported that it was intended to hold some sittings of the half termly SMT question and answer sessions in the Hall. It was emphasised that "You Said We Did" was important for staff.	Principal
M22/23	A Governor raised concerns about non-engagement with the survey process which was likely to be due to staff not being engaged with their work or because they had not seen any response previously, and urged the Principal to consider how they brought staff into the whole College vision of the future that they wished to engage with.	Principal
M22/24	The Chair highlighted that the Safeguarding review referred to had been commissioned by the Principal and was not the review recommended by the Audit Committee and discussed by the Board in the summer. That review would take place as soon as possible.	
	Annual Operating Plan 2021-22 update	
M22/25	The updated operating plan for 2021-22 had been circulated and it was requested that high grades and pass rate targets should be included in the KPIs. Governors noted the items to be included in the 2022-23 operating plan.	Principal
	Annual Equality, Diversity and Inclusion Monitoring report and equality objectives 2022-23	
M22/26	Governors had received the Annual Equality, Diversity and Inclusion Monitoring report and equality objectives for 2022-23 and noted that a new objective around disability, both in relation to staff and students, had been included. Final validation of the student data was also awaited. The Board noted the contents of the report and approved the equality objectives 2022-23.	

LEARNING AND TEACHING

Learning and Teaching report

M22/27 The Vice-Principal (Curriculum and Quality) presented the Learning and Teaching report, and highlighted that results for 16-18 and 19+ had been disappointing. Whilst some results remained outstanding, it was not likely that the best case scenario for 19+ would be met, although it may be for 16-18 students.

M22/28 A Governor challenged the proposed SAR grade of Good and questioned whether the quality improvement partner working with the College still felt it was Good. The Vice-Principal (Curriculum and Quality) reported that it had been suggested that the grade was changed to Requires Improvement. A further question was asked about whether there was a whole College pass rate strategy and the Vice-Principal (Curriculum and Quality) reported that it was discussed at every SMT meeting.

M22/29 A Governor highlighted that whilst the College's HE data was above the threshold, full time first degree outcomes were flagged as below benchmarks, and this was publicly reported by the regulator, although was not included in the report to Governors. The Vice-Principal (Curriculum and Quality) reported that very small numbers of students were involved but that she would make sure it was included in reports to the Learning, Teaching and Assessment Committee. It was requested that a strategy on high grades was presented to the next meeting of the Learning, Teaching and Assessment Committee.

VP C&Q

VP C&Q

Draft QIP 2022-23

M22/30 A paper setting out the key areas for the Quality Improvement Plan (QIP) for 2022-23 had been circulated and it was noted that it had been discussed by the Learning, Teaching and Assessment Committee. It was requested that all targets within the QIP were measurable in order that a judgement could be made about whether they had been achieved and the Vice-Principal (Curriculum and Quality) agreed to add those.

VP C&Q

M22/31 A Governor challenged whether the risk relating to the Ofsted outcome had been adjusted to reflect a lower outcome and it was confirmed that the Risk Management Committee had already increased that risk.

Annual complaints and compliments report 2021-22

M22/32 The annual complaints and compliments report for 2021-22 had been circulated and the Board noted the contents.

STRATEGIC PLANNING

Strategic Plan 2020-25 update

M22/33 The Principal presented an update on the Strategic Plan 2020-25 and Governors highlighted that they were unable to comment on the proposed vision statements in isolation, as they should be linked to the mission, values, behaviours and strategic direction. Some concern was expressed about using "excellent education" given the latest outcomes although the Principal commented that it related to aspiration for students.

M22/34 Governors expressed their concern about the overall position, with poor outcomes in relation to both staff and students. It was felt that the Strategic Plan needed focus, with a smaller number of key priorities. It was felt that narrative around the key strategic priorities was missing and it was agreed that the Board should return to this at its next Away Day when work on the Mission, Vision and Values was required. Consultations would then be needed with staff, students and stakeholders and this would then drive the College's strategic focus and culture change. It was agreed this should be a major item for the next Away Day.

Chair/
Principal

Employer Engagement Strategy

M22/35 The Principal presented the proposed Employer Engagement Strategy and highlighted that it provided an overview.

M22/36	A Governor challenged the extent to which the business community and employers fed into shaping the curriculum, as this was not clear in the strategy, and the Principal reported that a lot of work had taken place with Skipton Building Society. It was suggested that it would be helpful to have a Board member from relevant business organisations.	Chair
M22/37	A further question was asked about which businesses the College was planning to work with and the stage of any such discussions, bearing in mind the College's particular location, and the Principal acknowledged that would be a useful inclusion.	Principal
M22/38	Whilst Governors noted that the strategy included some useful elements, there was not enough about how the curriculum was influenced by this engagement, and no dates or progress reports. It was requested that the aspirations were removed and the strategy focus on statements as to where the College was currently and when and how it would move to the next stage. It was also important to set aside appropriate funds to support these activities.	Principal
M22/39	Governors agreed that this remained a work in progress which required further development and work.	
	Strategy for meeting local needs	
M22/40	The Principal presented their paper on a Strategy for meeting local needs and it was noted that the local area was dominated by retail. The Board requested that a paper be presented to the next Board on how the College was demonstrating its curriculum intentions and that it should also be included in the Principal's presentation for Ofsted.	Principal
	SAFEGUARDING	
	Safeguarding and Prevent annual report 2021-22	
M22/41	The Safeguarding and Prevent annual report 2021-22 had been circulated, following discussion by the Learning, Teaching and Assessment Committee and it was noted that there had been a year on year increase in referrals. A mentor from a Muslim background had also been recruited to try to encourage more students to access the services needed.	
M22/42	A Governor expressed concern about the proposal from the safeguarding review undertaken to appoint a middle manager as the Designated Safeguarding Lead which was inconsistent with the requirements of Keeping Children Safe in Education. The Chair confirmed that no changes would be made and the current Designated Safeguarding Lead retained.	
M22/43	A question was asked about whether the Designated Safeguarding Lead or their deputy were available at all times and it was reported that they were never on leave at the same time.	
M22/44	A Governor questioned why there were two safeguarding reviews and how the recommendations worked together. The Principal reported that they had commissioned a review of policies and procedures separately from the Audit Committee review. The Chair reported that further discussion was required to resolve this situation.	
	Safeguarding Children and Vulnerable Adults Policy	
M22/45	The updated Safeguarding Children and Vulnerable Adults Policy had been circulated, on the recommendation of the Learning, Teaching and Assessment Committee, and the changes were highlighted. The Board approved the Safeguarding Children and Vulnerable Adults Policy as circulated and Governors were reminded to complete their online training relating to Keeping Children Safe in Education.	
	GOVERNANCE	
	Chair and Vice-Chair positions	
M22/46	A paper on the positions of Chair and Vice-Chair had been circulated and Dr Birkinshaw and Mr Langton left the meeting for this discussion.	

M22/47	After consideration, the Board approved the appointment of Dr Birkinshaw as Chair and Mr Langton as Vice-Chair with effect from 1 November 2022.	
	FINANCE	
	Financial Position summary	
M22/48	The Vice-Principal (Finance and Resources) presented the financial position summary and it was noted that cash was lower than the same point the previous year and that cost inflation was being felt. The College's energy costs were fixed until the end of December 2021 and work was underway to maximise the business support available after that. It was recognised that it was likely to be a difficult year, financially.	
M22/49	Governors noted that the financial health was likely to slip to Requires Improvement due to EBITDA and questioned how soon the College might move back to Good. The Vice-Principal (Finance and Resources) reported that it was difficult to say how soon that might occur and that the High Street sale was unlikely to complete before Easter 2023.	
	Regularity Questionnaire 2021-22	
M22/50	The Regularity Questionnaire for 2021-22 had been circulated, and a question was asked about whether procurement rules were being followed particularly in relation to items over £1500. The Vice-Principal (Finance and Resources) reported that the majority of purchases had three quotes and it was requested that he review this so all purchases were in line with the financial regulations.	VP F&R
M22/51	The Board approved the Regularity Questionnaire for 2021-22.	
	STRATEGIC RISK REGISTER	
M22/52	The strategic risk register had been circulated and the Principal highlighted the changes. It was noted that three red risks remained relating to income shortfall, AEB delivery and underperformance and poor Ofsted outcome.	
	REVIEW OF MEETING	
M22/53	Governors reviewed the effectiveness of the meeting and noted that it was important to continue to identify issues which required their own agenda item for future meetings.	Chair/ Principal/DG
	DATE OF NEXT MEETING	
M22/54	It was noted that the next meeting would be held on Thursday 8 th December 2022.	
	<i>All staff left the meeting.</i>	
	CONFIDENTIAL MINUTES	
	CONFIDENTIAL MINUTE	
M22/55	The meeting closed at 7.45pm.	