

**MINUTES OF MEETING OF THE GOVERNING BOARD  
HELD AT 5.30PM ON THURSDAY 5 OCTOBER 2023**

**Present:** Dr A Birkinshaw (Chair) Mr A Micklethwaite  
 Ms J Atkins Mr C Morgan  
 Mr E Drake Mrs J Rogers  
 Mrs H Kerrick Mr R Scott  
 Mrs A Lall (Interim Principal and CEO) Ms C Thomas

**In attendance:** Mr G Dixon Vice-Principal (Finance and Resources)  
 Mrs A Crabtree (Interim Assistant Principal – Quality)  
 Mr D Bulloch (Interim Assistant Principal – Curriculum)  
 Mr W McGlinchey (Interim Assistant Principal – Curriculum)

**ACTION**

- M23/001 The Chair welcomed everyone to the mee ting and introductions were made by those present. The Chair reminded Board members of the mandatory training and that a separate training event for Governors on the College’s safeguarding procedures was being organised.
- Item 1: APOLOGIES FOR ABSENCE**
- M23/002 There were apologies for absence from Professor J Craig, Dr J Guth, Nr D Langton and Mrs J Tracy.
- M22/003 The Board **agreed** that in the absence of the Interim Director of Governance, Ms R Kot would act as note-taker/temporary clerk and that the meeting would be recorded to assist in the preparation of the minutes.
- Item 2: DECLARATIONS OF INTEREST**
- M23/004 There was a declaration of interest from Mr Chris Morgan in relation to his role as Director of Education – Employability and Skills with WEA (The Workers’ Educational Association).
- Item 3a: MINUTES OF 6 JULY 2023 AND 24 JULY 2023**
- M23/005 The minutes of the meeting held on 6 July 2023 , together with the confidential minutes of the same meeting (Item 14) were approved.
- M23/006 College staff, with the exception of the Interim Principal, the Vice Principal - Finance and Resources and the note-taker left the meeting.
- M23/007 The minutes of the meeting held on 24 July 2023 were approved.
- Item 3b: REVIEW OF ACTION TRACKER AND MATTERS ARISING ON THE MINUTES**
- M23/008 Governors had received the action tracker and noted the updates on previous actions.
- M23/009 The following minute (in italics) would be classified as confidential and not for publication.
- M23/010  
 M23/011 College staff re-joined the meeting.
- M23/012 Governors noted the updates on Ofsted preparation and that an updated briefing paper would be sent to the Interim Director of Governance for circulation to Board members. *Post meeting update: Papers uploaded to VBR, the detail as per the email sent 9 October 2023.* Board members noted the information which had previously been uploaded to VBR but requested that information be provided to Governors which was simple, in a digestible format and with the salient points highlighted, and which provided examples of impact.- The Principal’s presentation would be shared with Governors via VBR.

M23/013 The Chair of the Governing Board requested expressions of interest in the Vice Chair role.

**Item 4: PRINCIPALSHIP**

**Item 4a: Principalship Report**

M23/014 The Board had received the Principalship report and members noted the content on the key activities in relation to Ofsted, policy update, recruitment, finance and resources, and skills update.

M23/015 The potential impact on the DfE approval of four new free schools in Yorkshire and Humber was noted, in particular in relation to performing arts. The recent announcement on the proposal to replace A level and T level qualifications had not been expected; the College would take part in the consultation.

M23/016 The Board noted the current position in relation to 16-19, adult, HE and apprenticeship enrolments. Further information was included in later reports. The College's intention that the additional allocation received following the announcement from the DfE would be invested in staffing was noted, with further details being presented to Finance, Resources and Investment Committee at its meeting in November and then to the Board in December.

**Item 4b: Staff Survey Results/Action Plan**

M23/017 The Board noted in the information provided in the paper on the key points and action plan to effect improvements.

M23/018 A discussion took place on the possible reasons for the low response rate and the Board noted the activities which were in place to increase the level of satisfaction with communication across the College. These included regular face-to-face meetings, a new staff induction programme, minutes of meetings shared with all staff. Other areas for improvement were included in the paper and noted by the Board.

M23/019 The College was asked to continue to consider other ways in which staff feedback could be obtained and to increase the survey response rate. A member of the Board noted that that the action plan should include how to address the non-contributors. The College was also asked to check to ensure that all actions being taken were included in the plan – e.g. walkabouts.

**IP/Head of Marketing**

M23/020 The Staff Governor informed the Board that improvements could be seen since the survey had been undertaken – feedback on enrolment had been positive, members of SMT were more visible, though staff needed to take ownership of reading the College weekly newsletter which provided regular updates to staff.

**Item 4c: End Of Year Student Survey**

M23/021 The paper provided information on a summary of the key findings from the FE and Apprenticeship End of Year survey and the combined Adult part time survey. Whilst the overall response rate was lower than in the previous year, the overall satisfaction rate of 91% was noted. The Board noted the actions in place to address issues raised and to further increase levels of satisfaction. The impact of the difficulty in recruiting staff and staff illness in particular areas was also noted.

M23/022 In response to questions from Board members, the College explained the actions being taken in relation to maths which included improved feedback on student progress, and the enrolment to GCSE (rather than to Functional Skills) of all those students with Grade 2 or above. The Board noted the impact of the government requirement that students who have not achieved at Grade 4 or above must enrol to maths and English.

M23/023	In answer to questions from the Chair of the Governing Board, it was confirmed that staff were given targets relating to student satisfaction and that student reps were in place. Information was also provided on the work relating to careers advice, information, etc.	
	<b>Item 5: CONFIDENTIAL</b>	
M23/024	The minutes relating to this agenda item (in italics) would be classified as confidential and not for publication.	
M23/025		
M23/026		
	<b>Item 6: STRATEGIC PLANNING</b>	
	<b>Item 6a: Strategic Aims and Objectives</b>	
M23/027	The process of reviewing the College's vision, mission, values and strategic aims and objectives had started at the summer Board Away Day. The paper presented to the Board had taken account of these discussions and the feedback from the Board. An additional value had also been added in relation to 'being supportive'.	
M23/028	A member of the Board raised the need to increase average class sizes. It was confirmed that this would form part of the operating plan and that an update would be presented to the Board at the next Board Away Day.	IP
M23/029	The Chair noted that the College would also consider the phrasing used and would ensure that values and discussion points were correctly matched. There was a need for staff to be accountable, with the expectation of high standards and the aim for excellence.	
M23/030	The Board <b>approved</b> the Vision, Mission, Values, Aims and Objectives for consultation with wider stakeholders (staff, students and external) before the Strategic Plan was then shared at the January 2024 Board Away Day.	
	<b>Item 6b: Marketing Strategy</b>	
M23/031	The paper provided a summary context of the updated Marketing Strategy. The strategy had also taken account of the feedback from an external marketing expert.	
M23/032	Discussions covered the proposed branding and how to ensure that people in the community were linking these back to Craven College. The strategy needed to address adult recruitment issues. The Interim Principal confirmed the investment in marketing and that the social media aspect was positive.	
M23/033	It was <b>agreed</b> that a Marketing Project Group would be set up to provide more scrutiny and support. Andy Micklethwaite agreed to the chair the group, with the Head of Marketing included. The Interim Director of Governance would make the necessary arrangements.	Interim DG
M23/034	In answer to questions from members of the Board, the College provided further information on the marketing activities taking place, e.g. analysis of applications. An update on the Marketing Strategy would be included as a standing agenda item for the Board meetings.	AL/Interim DG
M23/035	The Chair of the Governing Body referred to the original draft Marketing Strategy and that further work was required before Board approval could be given, this included a greater emphasis on staff engagement. The Board <b>agreed</b> that a revised draft Marketing Strategy would be brought back to the Board for approval.	
	<b>Item 7 FINANCE</b>	
	<b>Item 7a: Regularity Self-Assessment Questionnaire 2022-23</b>	
M23/036	The Vice Principal – Finance and Resources presented the paper which provided an update on the background and detail of the Self-Assessment Questionnaire. The additional	

questions in the questionnaire covered the areas impact by the ONS reclassification of colleges were noted.

M23/037 The Board **approved** the Self-Assessment Questionnaire 2022-23, noting that it would be signed by the Chair of the Governing Board and the Interim Principal.

**Item 8: POLICIES AND STRATEGIES**

**Item 8a: Employer and Stakeholder Strategy**

M23/038 The Employer and Stakeholder Strategy had been considered by Teaching, Learning and Assessment Committee (now Quality and Curriculum Committee) at its meeting in June 2023. Feedback from the Committee had been taken into account in the Strategy presented to the Board.

M23/039 A member of the Committee commented on the impact on the curriculum of the developments in IA and how this was used to help students and for the curriculum to meet the local skills. The strategy would be amended to take account of these comments.

IP

M23/040 The Board **approved** the Employer and Stakeholder Strategy, noting the amendments as above.

**Item 8b: Safeguarding Children and Vulnerable Adults Policy**

M23/041 The Safeguarding Children and Vulnerable Adults Policy had been considered by Quality and Curriculum Committee at its meeting on 28 September 2023. The Committee had agreed to recommend the Policy to the Board for approval.

M23/042 A member of the Board asked about the safeguarding procedures in place in relation to body massages undertaken by students. The Interim Principal confirmed that students were always supervised and that she would check the relevant risk assessment processes.

IP

M23/043 A member of the Board noted the recent updates to the Prevent duty. The College would check as to whether these were mandated and the Policy would be amended if necessary.

M23/044 The Board **approved** the Safeguarding Children and Vulnerable Adults Policy, as recommended by Quality and Curriculum Committee, noting that it would be updated as necessary in relation to the Prevent duty and that a final proof-read would be undertaken before publication.

**Item 8c: Digital Learning Strategy**

M23/045 The Digital Learning Strategy had been considered by Quality and Curriculum Committee at its meeting on 28 September 2023. The Committee had agreed to recommend the Strategy to the Board for approval. Following comments made at the meeting, significant amendments had been made to the strategy, the updated document having been uploaded to VBR for consideration at this meeting.

M23/046 In answer to comments from a member of the Board, it was confirmed that resources were needed to be able to achieve the plan, but that the College wanted the plan to be ambitious but achievable.

M23/047 The Board **approved** the updated Digital Learning Strategy.

**Item 8d: Whistleblowing Policy**

M23/048 The Whistleblowing Policy had been considered by Audit Committee at its meeting on 15 June 2023 and the Committee had agreed to recommend it to the Board for approval. The Board noted the amendments as detailed in the paper.

M23/049 It was confirmed that the Director of Governance was the point of contact for staff and noted that whistleblowing incidents were very rare.

M23/050	The Board <b>approved</b> the Whistleblowing Policy, as recommended by Audit Committee.
	<b>Item 9: RISK MANAGEMENT</b>
	<b>Item 9a: Safeguarding/Prevent Annual Report 2022-23</b>
M23/051	The Safeguarding/Prevent Annual Report 2022-23 had been considered by Quality and Curriculum Committee at its meeting on 28 September 2023. The Committee had agreed to recommend the Annual Report to the Board.
M23/052	Subject to any amendments being required in relation to updates to the Prevent duty, as noted earlier, the Board <b>approved</b> the Safeguarding/Prevent Annual Report 2022-23.
	<b>Item 10: GOVERNANCE</b>
	<b>Item 10: Board, Committee Chair and Committee Appointments</b>
M23/053	The Board considered the paper, noting the recommendations from the various Committees and <b>approved</b> : <ul style="list-style-type: none"> <li>the appointment of Emma Calvert as a co-opted member of Audit Committee, her term of office being from 5 October 2023 to 5 October 2027, subject to the usual checks regarding eligibility, the successful outcome of a DBS check and to a 12-month review. The correction to the term of office end date was noted.</li> <li>the appointment of Dr Jess Guth as Chair of Staffing and Remuneration Committee with effect from 5 October 2023.</li> </ul>
M23/054	The Board had previously approved the appointment of Sue Laycock as a co-opted member of Staffing and Remuneration Committee.
M23/055	The Board was informed that no formal nominations had been received in relation to the appointment of the Teaching Staff Governor. The Interim Principal would be meeting with a member of staff the following day and the Board would be updated as necessary.
M23/056	Two nominations had been received for the post of Students' Union President and elections were taking place in the following week. The Board was reminded of its agreement that the Students' Union President would automatically be appointed as Student Governor. The Board would be updated on the outcome of the elections.
M23/057	The Chair of the Governing Board requested that consideration be given to taking on the role of Vice Chair and also on membership of the Audit Committee, where difficulties sometimes arose when near the quorum.
	<b>Item 11: LEARNING AND TEACHING</b>
	<b>Item 11a: Learning and Teaching report</b>
M23/058	The Interim Assistant Principal – Quality presented the Learning and Teaching report which provided a summary of the key papers discussed at the Quality and Curriculum Committee meeting on 29 September 2023 and including the key risks. A comparison of the Key Performance Indicators (KPIs) at the same point in the previous year was included. The Board noted that a number of results were still expected and that data finalisation was ongoing and would continue until the final ILR data was run.
M23/059	The Interim Principal provided an update on the latest figures. The presentation on the updated outcomes as at 27 September 2023 and the updated Quality Assessment Report 2022-23, as presented to Quality and Curriculum Committee at its meeting on 28 September 2023, had been uploaded to VBR. The presentation provided information on the improvements seen in 16-18 and 19+ pass rates, 16-18 GCSE maths and English achievement and high grades, and the significant improvement in High Needs achievement, the latter having increased by 27pp.

M23/060	At the request of a member of the Board, it was agreed that the bar charts would be updated to include national benchmarks where available.	IAP - Q
M23/061	The accuracy of staff predictions in terms of student performance was discussed. It was confirmed that that qualify performance review had just taken place and that the accuracy of predicted achievement had been considered. It was confirmed that College managers had relevant key performance indicators and that fortnightly one-to-one meetings were being held. Supported intervention had worked well in the previous year.	
M23/062	The Board noted that an external consultant would be in College the following week to undertake training on the assessment of teaching, learning and assessment, and that dual observations would then take place. The College was keen to ensure that Heads of Departments were not too lenient in their assessments and that poor teaching was identified and addressed.	
	<b>Item 11b: AEB Update including Sub-Contracting</b>	
M23/063	The Interim Assistant Principal – Curriculum (Mr D Bulloch) presented the paper which provided an update on the end of year position for AEB from a financial perspective. The paper also confirmed the recent marketing activities and the changes to the management and accountability of Adult provision across the College.	
M23/064	The Interim Assistant Principal - Curriculum provided the background to the proposed sub-contracting arrangements. This included the decision not to enter into a contract with one provider due to their being unable to meet the allocation in the previous year. Information on the proposed contracts with two other providers was included in the report.	
M23/065	In answer to questions from members of the Board, the College confirmed that all due diligence checks had been completed and that appropriate quality processes were in place. A member of the Board requested, and it was agreed, that the wording regarding the student cohort on the Health and Social Care and Early Years programmes would be reviewed and amended.	IAP - C
M23/066	The Board <b>approved</b> the use of sub-contractors and the proposed subcontract values as per the paper.	
	<b>Item 12: FINANCE</b>	
	<b>Item 6a: Financial Position Summary</b>	
M23/067	The Vice-Principal - Finance and Resources presented the financial position summary. The Board noted the information provided in relation to the current cash position and the cash forecast, including that on the FEC target of 25 days. The Vice Principal – Finance and Resources confirmed that the additional ESFA funding was included in the cash flow and that this would be invested in staff pay. Work was being undertaken to assess what level of pay investment was affordable for the College and a report would be provided at a future meeting.	VP – F&R
M23/068	The Chair of the Governing Board requested that a disaggregated reporting on class sizes and utilisation be included in future reports.	VP – F&R
	<b>Item 13: RISK REVIEW</b>	
	<b>Item 13a: Risk Review</b>	
M23/069	The Interim Principal presented the report which provided the Board with an update the strategic key performance indicator (KPIs) and the actions being taken.	
M23/070	Discussions had been held with the Chair of Audit Committee and the Vice Principal – Finance and Resources, following which the risk register had been refreshed. Changes to the terms of reference and structure of the College Risk Management Committee had also	

been made. This Board noted that an additional risk had been added in relation to failure to detect serious fraud.

M23/071 The Chair of Audit Committee asked how effective the risk management plans were. The College replied that a review of the action plans would take place to ensure impact. Further work was also being done on how the College identified the correct risks and how it ensured that the right controls were in place.

#### **Item 14: LEARNING AND TEACHING**

##### **Item 14a: 2022-23 Quality Improvement Plan (QIP) Final**

M23/072 The paper provided a summary of the impact of the Quality Improvement Plan (QIP) for 2022-23.

M23/073 The Chair of the Governing Board commented that Governors were always looking for speedier improvements.

M23/074 The Board was reminded of the recent updates in the data, as noted previously in the meeting, and thus a new QIP would be written after the SAR validation. Areas of good impact and those requiring further work would be included in a briefing for the Board. The Interim Principal informed the Board that the College was looking to partner with another college to share best practice and to drive continued improvements in the data.

M23/075 The Chair of the Governing Board also requested that the College reviewed the colouring in the RAG status as not all matched.

IAP - Q

#### **Item 15 GOVERNANCE**

##### **Item 15a: Board Away Day – 29 June 2023 – Notes and feedback summary**

M23/076 The notes and feedback summary were presented for information.

##### **Item 15b: Board/Committee Meeting Dates and Schedule of Business 2023-24**

M23/077 The paper provided updates to the Board and Committee meeting dates and schedule of business for 2023-24. The schedule would be amended to take account of the Board's request that an update on marketing be included as a standing agenda item. Further updates would be recorded as necessary and uploaded to VBR. *Post meeting update: Schedule amended.*

#### **Item 16: REVIEW OF MEETING**

M23/078

- Were the agenda papers written and presented clearly?
  - the Board commented that whilst some reports had become more streamlined, further work was needed – and was continuing. The inclusions of graphs was agreed to be a positive move. College managers suggested a review of the timings – with headline data being presented in-year and the full detail being provided in the final report.
- Did you have all the information you needed to participate fully in the discussion?
  - Yes
- Were the issues discussed appropriate?
  - Yes
- Did you have enough time for thorough debate and to express your views during the meeting?
  - Time was always an issue, but yes
- Were you satisfied that decisions were reached in an appropriate manner?
  - There was some disappointment that the Board had not been able to make the decisions requested – e.g. Marketing Strategy
- Are there any new risks you feel need addressing or any other risk changes that have not been discussed?

- No

**Item 17: DATE OF NEXT MEETING**

M23/079

It was noted that the next meeting would be held on:

- Thursday 7 December 2023 at 5.30pm – Ingleborough Board Room (I1.10)

**Item 18: CONFIDENTIAL ITEM: PART 2: CONFIDENTIAL MINUTES**

M23/080

The Board had approved the confidential minutes from the meetings held on 6 July 2023 and 24 July 2023, and as noted above.

M23/081

Staff and College staff, with the exception of the Interim Principal and the note-taker left the meeting.

**Item 19: CONFIDENTIAL ITEM: PART 4: DIRECTOR OF GOVERNANCE**

M23/082

M23/083

M23/084

The meeting closed at 7:49pm.