

Kirklees College Corporation

Minutes of the meeting of the Corporation Board held on Friday 1 February 2019 at 3.15pm at the Process Manufacturing Centre, Huddersfield

Present:	Mr G Hetherington	Independent member (Chair)
	Mr J Adam	Student member
	Dr A Conn	Independent member
	Ms C George	Independent member
	Prof S Donnelly	Independent member
	Mr H Linn	Independent member
	Ms L Precious	Staff member
	Mr J Royle	Independent member
	Mr N Taylor	Staff member
	Ms R Thornton	Student member
	Mr J Williams	Independent member
	Ms M Gilluley	Principal and Chief Executive

Apologies:	Ms E Hainsworth	Independent member
	Mr D Keeton	Independent member
	Prof J Thompson	Independent member
	Mr M Varyani	Independent member
	Ms S Weston	Independent member
	Dr A Williams	Independent member

Attendance: 12/18 = 67% [KPI 80%]

Quorum: 12/20 = 60% [Minimum 40% required = 8]

In attendance:	Mr D Winward	Clerk to the Corporation
	Ms M Brooke	Deputy Principal
	Ms C Gonzalez-Eslava	Vice Principal
	Mrs R Meara	Director of Finance
	Mr C Howarth	ESFA

The meeting was preceded by a governor development session on Safeguarding delivered by Polly Harrow, Head of Faculty - Progress and Inclusion.

42. Apologies for absence

Apologies for absence were received as listed above.

43. Declarations of Interest

Mr Hetherington repeated his declaration of interest regarding the sale of the Holmfirth centre.

44. Minutes of the previous meeting

(a) The minutes of the meeting of the Corporation Board held on 14 December 2018 were agreed as a correct record, subject to a correction to Minute 30, penultimate paragraph, to read: "The

ESAG has agreed to invite 3 agents to present their proposals for the sale of the Halifax Road and Oldroyd Buildings early in 2019”.

(b) Matters arising not elsewhere on the agenda

None

(c) Update on agreed actions

There were no outstanding actions.

Jane Simpson, Director of HR, was in attendance for the following 2 items.

45. Equality, Diversity & Inclusion Annual Report

The Director of HR presented the Equality, Diversity & Inclusion Annual Report for 2017/18 including the Gender Pay Gap Report for 2017/18.

Ms George, Chair of the EDI Strategic Group, reported that the group had scrutinised the report in detail. She considered that the College took these issues very seriously and the report reflected the excellent work and the demands faced by the College, including the challenging resource position nationally. Members praised the good work done by the College and the standard of the report itself.

Members noted that the gender pay gap report showed a reduction from 7.4% to 5.3%, which compared favourably with other colleges in the region.

The Board received the EDI policy which had been refreshed, although there were no significant changes. EDI progress reports would feature as a standing agenda item at future EDI Group meetings.

RESOLVED:

- i. to approve the Equality, Diversity & Inclusion Annual Report 2017/18 including the Gender Pay Gap Report 2017/18;***
- ii. to approve the revised EDI policy.***

46. Pay Award

The Director of HR presented a report and options for consideration of a pay award for 2018/19. The report included the national position on pay in the sector and the Association of College's (AoC) negotiations with the joint trades unions, the budgetary position within the College, the impact of the National Minimum Wage (NMW) and 3 options for consideration by the Board.

In discussion, members:

- noted that provision had been made in the College budget for a 1% pay rise;
- expressed a desire for the College to pay the Living Wage, but recognised the financial implications which made this very difficult to achieve;
- supported the proposals to mitigate the impact of the increased scaling of the NMW;
- noted that the local authority had agreed a 2% increase;

- questioned whether a higher award could be considered given the current level of savings in staff costs. The Director of Finance reported that each 1% increase would cost approximately £250k. Whilst she was confident that the College could meet the forecast bottom line position at the year-end, she was not confident of achieving a surplus that was sufficient to fund a greater award than that proposed.

RESOLVED: to approve the recommendation as described in Option 3 from 1 April 2019:

- **1% added to the FTE salaries over £25,000**
- **£270 for all FTE salaries up to and including £17,934 (Point 17)**
- **£250 for all FTE salaries between £18,242 (Point 18) and £24,706**

Heads of Faculty Lisa Buckley and Malcolm McGinn, were in attendance for the following item.

47. Curriculum Opportunities & Challenges

Ms Buckley, Head of Faculty, Hair & Beauty and Hospitality, and Mr McGinn, Head of Faculty, Construction and Land Based provided governors with a presentation on the opportunities and challenges for each of their curriculum areas. The presentations included an overview of the faculty, the finance and recruitment position, faculty structure, achievements, opportunities and challenges and areas of focus.

In discussion, members:

- questioned whether the College should concentrate its higher-level offer on HNC/HNDs rather than degree provision. The Vice Principal responded that the College needed to have an offer that satisfied demand, whether that was at degree level or HND / HNC. She noted that some students preferred studying for a degree in a smaller institution. The College's higher-level skills strategy was currently under review. Members emphasised the importance of proceeding with the strategy as soon as possible, mindful that the fit-out of Pioneer House would commence within the next few months and this would need to match the agreed curriculum offer;
- noted that the introduction of T-levels would present a greater challenge for Construction than most other curriculum areas;
- were informed by the Principal that the Brunel Centre was the College's poorest quality accommodation. The management team was very aware of this as an issue and was focused on finding improvements. More space was required due to increased demand;
- welcomed the presentations from the HoFs and looked forward to receiving similar presentations from other faculties.

RESOLVED: to receive the reports.

48. Principal's Report and Business Critical Performance Indicators

The Principal presented a comprehensive report of her recent activity including external developments, College priorities and her personal focus.

The report highlighted:

- the continuing focus on the College's financial recovery;
- recent senior staff changes;
- employee engagement activities;
- the recently notified Progress Scores for English & maths, which were very pleasing. A more detailed report on this would be provided for the Quality, Performance & Standards Committee;
- the events and achievements of students and staff as reported in KC Chronicle, which was included with the papers and the large number of charity fundraising activities.

The Principal also presented an update of performance against each of the Business Critical Performance Indicators (BCPIs) identified by Governors for review by the Corporation, including the Red, Amber, Green (RAG) status of each. Some aspects were reported in detail elsewhere within the meeting and to Corporation committees.

She highlighted that 16-18 recruitment was 125 above the current year's funding level, and this would generate more than £0.5m additional funding in 2019/20 under the lagged-funding formula.

Members welcome the very positive picture presented by the report.

RESOLVED: to receive the report.

49. Student Attendance

The Vice Principal presented a report on Student Attendance. A report on this had been specifically requested by members at the previous meeting.

Comparison with the December point in 2018 compared to the previous year showed a drop of almost 2% overall to 86.01% (vs College target of 87% minimum). The report included data broken down by curriculum area, age, college site and English & maths.

A full review of the College's attendance strategy was underway within the College, led by a new Assistant Principal, Julia Arechiga.

In discussion, members:

- questioned why attendance was so poor. The Vice Principal responded that analysis showed that it was not related to Teaching, Learning and Assessment but rather that some students had challenging home lives and other commitments, which affected their ability to attend regularly;
- noted the Principal's comment that there was no clear correlation between attendance and achievement and her view that attendance was not necessarily the most appropriate measure. The College was trying to be more responsive and flexible in course arrangements, and this could sometimes adversely affect attendance as currently measured;
- noted that attendance had been identified by management as the most important influencing factor on student outcomes, but this contrasted with the statement that there was no correlation between achievement and attendance. The Principal responded that the

measure of attendance and the appropriateness of the factors that fed into the measure was something to be further explored;

- noted that good attendance was a skill required for the work-place and discussed the impact of the quality of college accommodation / environment and improvements suggested by students;
- noted that low student attendance had an impact on the productivity of the College itself. It was essential to be clear why attendance was an important measure and the benefits of the actions to be taken.

It was agreed that an update report would be provided at the July Corporation meeting, following more detailed scrutiny by the QPS Committee.

RESOLVED: to receive the report.

50. Apprenticeship Review

The Vice Principal presented a report on the review of the College's apprenticeship provision, which had been commissioned in April 2018 following the FE Commissioner's visit, in an attempt to identify potential savings and provide consistency of approach. This had been a wide-ranging and thorough review informed by a benchmarking exercise by consultants Tribal and conducted through an Apprenticeship Review Group.

The College had now established a consistent approach and a financial model to assess the amount of teaching and assessing done by staff across various areas. The overall contribution was forecast to increase from 36% in 2016/17 to 42% in 2017/18.

In welcoming this very good report, members:

- noted some feedback from staff that one-size did not necessarily suit all, particularly work-based learners. The Deputy Principal responded that caseloads had been analysed in order to even out workloads and as a result some areas had been impacted more than others. Curriculum managers had been consulted throughout the review and were fully supportive of the changes, which had been very well-received in most curriculum areas. Nevertheless, the position would continue to be monitored;
- sought and received assurance that Additional Learning Support had been taken into account in the model;
- noted the particularly low level of contribution in Childhood Studies and Health & Social Care. It was reported that further staff savings had been identified in these departments which would improve the figures reported.

RESOLVED: to receive the report.

51. Financial Recovery Update

The Principal and Director of Finance (DoF) presented this report, an earlier version of which had been considered by the Finance Committee meeting on 18 January, the minutes of which were included within the papers for this meeting.

The DoF drew the Board's attention to the risk that the College might not be able to draw down all of the Restructuring Fund working capital funding due to a change in the calculation of cash-flow and an improvement in the College's performance in terms of 16-18 recruitment. At this week's case conference the ESFA and FEC had been made aware of, and had understood, the College's position on this and had agreed to give the matter some consideration. The Principal highlighted the perverseness of the situation which could put the recovery plan at risk. This would be further discussed at the forthcoming FEC visit.

Members were clear that the College had made significant progress in its recovery and expressed huge concern that this situation could put that recovery at risk. The Board requested that their concerns should be raised at the highest level in a letter to be sent on behalf of the Corporation.

The DoF sought the Board's approval for the legal charge on the second building at the Brunel Centre as reported at the December meeting. Draft minutes were presented for consideration and approval.

Members noted that the review of the restructure had identified very few required changes and this was all the more remarkable in view of the extent and speed of implementation of the changes.

RESOLVED:

- i. to receive the report;*
- ii. to approve the legal charge on the second building at the Brunel site and the draft minutes and resolution relating to this.*

52. Capital Budget Proposals

The DoF presented proposals for capital expenditure to be progressed. The Corporation had previously approved expenditure of £750k of the £1m provided for in the 2017/18 budget. The report described the process of prioritisation of the bids received from within the College and listed the recommendations at Appendix 1 to the report.

Members discussed the proposed replacement of the canal cooling system with an adiabatic system. They questioned whether there was a design fault with the canal cooling and whether the problems were systemic or as a result of the exceptionally hot summer of 2018. It was suggested that further consideration should be given to this proposal and a more detailed report provided for the Board's consideration, following scrutiny by the Estates Strategy Advisory Group.

RESOLVED: to approve the proposed capital expenditure with the exception of that related to the adiabatic cooling system (items 30a and 32a, Appendix 1).

53. Estates Report

RESOLVED: to declare Minute 53 as confidential under Clause 17(2)(d) of the Instrument of Government.

Ms George left the meeting at this point, 6pm.

54. Review of Strategic Plan

The Principal presented a further draft of the College's Strategic Plan 2018-2022, which had been developed following consultation with a range of stakeholders, including governors. The plan included 6 new Strategic Objectives, revised Values and proposed Key Performance Indicators (KPIs).

Consultation with stakeholders had continued in line with the previously-agreed timetable, and final versions of the KPIs would be brought for approval by the Corporation in March 2019.

Members welcomed the plan which set out a positive direction for the College and its future.

RESOLVED: to approve the Strategic Plan 2018-2022.

55. Use of Corporation Seal

The Clerk presented a report on the use of the Corporation Seal in respect of 2 documents.

RESOLVED: to ratify the use of the Corporation Seal as reported.

56. Minutes of Committee meetings

The Board received the minutes of the following meetings:

- i. Safeguarding Committee, 14 December 2019;
- ii. Executive Employment Committee, 18 January 2019;
- iii. Search & Governance Committee, 18 January 2019;
- iv. Finance Committee, 18 January 2019.

With regard to the selection panel for the recruitment of a new Clerk, additional reserves were to be sought from independent members.

RESOLVED:

- i. to receive the minutes of the above Committee meetings and to approve the recommendations therein;***
- ii. to delegate to the Chair the appointment of any further or replacement members to the selection panel for the recruitment of a new Clerk.***

ACTION: Clerk to seek volunteers for the selection panel.

57. Chair's and Vice Chair's Report

The Chair and Vice Chair reported on their recent activity within the College including their attendance at the ESFA case conference and preparations for the visit by the FE Commissioner's Team. The Chair reported that he had enrolled on the New Chair's Development Programme.

RESOLVED: to receive the report.

58. **Publication of papers and Declaration of Confidentiality**

RESOLVED: that the papers on apprenticeship review, estates report, financial recovery update and capital budget proposals, be declared confidential under Clause 17(2)(d) of the Instrument of Government.

59. **Date of next meeting**

Friday 29 March 2019, 3pm, at the Taylor Hill Centre, Huddersfield.

The meeting closed at 6.15pm.