

Kirklees College Corporation

Minutes of the meeting of the Corporation Board held on Friday 5 October 2018 at 3pm at the Springfield Centre, Dewsbury

Present:	Dr A Conn	Independent member
	Ms C George	Independent member
	Prof S Donnelly	Independent member
	Ms M Gilluley	Principal and Chief Executive
	Mr G Hetherington	Independent member (Chair)
	Mr D Keeton	Independent member
	Mr H Linn	Independent member
	Mr N Taylor	Staff member
	Mr M Varyani	Independent member
	Ms S Weston	Independent member
	Dr A Williams	Independent member

Apologies:	Ms E Hainsworth	Independent member
	Ms L Precious	Staff member
	Mr J Royle	Independent member
	Prof J Thompson	Independent member
	Mr J Williams	Independent member

Attendance: 11/17 = 65% [KPI 80%]

Quorum: 11/20 = 55% [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

Apologies: Mr C Howarth ESFA

1. Apologies for absence

Apologies for absence were received as listed above. The Board noted the resignation of Student member Ms St Hilaire.

2. Declarations of Interest

Mr Hetherington repeated his declaration of interest regarding the sale of the Holmfirth centre. Ms Weston repeated her declaration of interest as an employee of Kirklees Council. Mr Keeton declared an interest in the Corporation Seal report as he was a personal friend of one of the Directors of Hydrock Consultants Ltd.

3. Minutes of the previous meeting

(a) The minutes of the meeting of the Corporation Board held on 13 July 2018 were agreed as a correct record.

(b) Matters arising not elsewhere on the agenda

(c) Update on agreed actions

There were no outstanding actions.

It was agreed to take the following item out of agenda item order. Matt Harte, Programme Quality Leader for English & Maths, was in attendance for this item.

4. GCSE English & Maths Achievement 2017/18

Mr Harte presented this report, which set out the context, volumes and achievement rates for English and maths for 2017/18. Overall, GCSE high grades were very disappointing with a decrease in both qualifications.

He reported that many students had not been successful through their time at school and that nearly three-quarters of the 16-18 cohort did not have English & maths on entry. The relatively low achievement should be seen in that context. The College's main focus was on progress across all grades and the achievement of high grades over the full duration of the programme rather than in a single academic year. Relevant factors affecting the results included new examination specifications, changes to grade boundaries and the implementation of the decentralisation of English & maths within the College which had presented some challenges on timetabling and staffing.

The Vice Principal reported that the progress measures were now available and these were very encouraging for the College, showing above average progress for both English & maths.

In an extensive discussion, members:

- sought and received assurance that students had been taught and prepared for new aspects such as a lateral thinking which had been tested in an additional paper. The conclusion from initial analysis was that learners had performed the broadly the same as in the previous years, but that this year's results were affected by the marking / grading changes;
- noted that adults (who had been taught by the same teaching staff) had performed better than 16-18s. A critical factor was thought to be the different levels of motivation of various groups;
- questioned how well the teaching of maths was contextualised by the inclusion of topics such as money and financial management. It was reported that the Free Standing Maths Qualification (FSMQ) covered such matters;
- questioned the consequences / risk of students not achieving the required minimum grade 4. It was reported that this was one of the entry criteria to progress to Level 3, advance apprenticeships etc. and was a qualification widely required by businesses.
- accepted that whilst the absolute percentages for high grades were disappointing, the progress measures were hugely positive and encouraging for the College.

RESOLVED: to receive the report.

5. 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.

She highlighted:

- the progress on the College's application for support from the Restructuring Fund;
- the Employee Engagement and Staff Well-being initiatives and Leadership Development programme;
- the Association of College's (AoC) campaign on FE funding;
- the events and achievements of students and staff reported in the KC Chronicle which was included with the papers.

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 for both the 2017/18 full year and the 2018/19 position to date. Some aspects were reported in detail elsewhere within the meeting and to Corporation committees.

She highlighted:

- the overall positive position on the BCPIs for 2017/18;
- the positive position on 2018 enrolment on 16 to 18 study programmes;
- that HE recruitment was of real concern and unlikely to improve significantly through the year;
- changes within the Senior Leadership Team for which two replacements were currently being recruited.

In discussion, members:

- welcomed the reported performance for 2017/18, noting that no areas were RAG-rated RED despite the huge distractions that the College had faced during the year. Members applauded the efforts of all involved;
- agreed with the Principal's view that delivering to target during 2018/19 would be an essential priority;
- questioned how staff had received the departure of certain colleagues. The Principal reported that this was being managed through improved employee engagement and an on-going communications programme.

RESOLVED: to receive the report.

6. Update on Recovery Plan

The Principal presented an update on the Recovery Plan, including the outcome and report of the FE Commissioner's Team visit to the College on 25 July 2018, which was very positive. The paper also provided information on the very positive 17 September Case Conference with the ESFA, relevant Estates issues, the on-going Apprenticeship Review and the Transformation Project which would be informed by the current review by Tribal consultancy. A further visit by the FE Commissioner was expected by February 2019.

The Principal wished to recognise the contribution and pay tribute to the hard work of all those who had contributed to the progress made towards the College's recovery.

The Chair reported that he had received some feedback regarding some people who had volunteered to take redundancy but whose applications had been rejected. The Principal responded that there were approximately 6 members of staff whose applications were turned down, primarily due to the need to retain skills.

RESOLVED: to receive the report.

7. **Enrolment Update**

The Vice Principal presented an update on learner enrolment for the current academic year for each funding type and reported the associated risks and actions being taken to achieve the targets.

The overall position was very positive, particularly with the recruitment of 16-18s, with only Higher Education highlighted as an area of concern, where numbers were significantly lower than previously, this being in line with the national trend.

Measures were being taken to minimise the number of withdrawals / leavers through the "Swap, Don't Drop" initiative.

The College was very confident about the position on Advanced Learning Loans and the prospects for Full Cost provision, with a good start being built upon through a focus on curriculum development and employer responsiveness

In discussion, members:

- questioned whether the reduction in the College's HE enrolments was in line with the national trend or greater. It was reported that the detailed national position was not yet known but colleges with universities in the same locality had seen a greater impact due to competition factors;
- questioned whether the closure of the Wheelwright Centre had been a factor. It was accepted that this was a likely factor and there was a need to re-focus on the College's higher-level strategy. Other factors included cultural issues, such as a resistance to taking out loans.
- sought clarification on the HE funding position. It was reported that mid-year claw-back would take place.

RESOLVED: to receive the report.

8. **Achievement Rates 2017/18**

The Vice Principal presented a report on indicative achievement rates for 2017/18. In advance of finalisation of the data, this showed the position at 27 September. She highlighted the following 'best case' Achievement rates:

- Education and Training for all ages: 84.01% (83.73% 2016/17)

- 16-18s: 81.36% (84.2%), this decline being the most significant concern;
- Adults: 86.46% (83.18%);
- Apprenticeships: 75.8% (78%). Timely achievement was 71.47% (74.12%), the decline primarily attributed to a decline in Engineering, the largest internal curriculum area.

Initial analysis showed that achievement for the main vocational qualifications had held up, but there could have been better monitoring of some students and better management in some areas. Other factors included the impact of retaining some lower-achieving students under the Vocational Focus strategy and the College's extended NEET (Not in Education, Employment or Training) provision.

Further, more up-to-date data and more detailed analysis would be provided at the forthcoming meeting of the Quality, Performance and Standards Committee.

Following a discussion of the influencing factors and implications, members suggested a further report should be provided for the Corporation at its next meeting.

RESOLVED: to receive the report.

9. Restructuring Fund – Approval of Agreements

RESOLVED: to declare Minute 9 as confidential under Clause 17(2)(d) of the Instrument of Government.

10. 2017/18 Financial Position update

The Director of Finance presented an update on the College's financial position, given that formal management accounts were not normally prepared for the period to 31 August.

She also reported that financial performance for 2017/18 was expected to show an improvement on the position as reported in July due to expenditure savings and income maximisation.

The report included the Regularity Self-Assessment questionnaire, which required the approval of the Board, prior to the end of year audit, which was due to commence on 15 October.

The Board was asked to approve the release of £92k from the unspent 2017/18 capital carry-forward for the use on emergency curriculum needs set out in the report.

In discussion, members:

- questioned the procurement process to be followed for the capital items. Ms Meara responded that the procurement thresholds to be followed were set out in the College's Financial Regulations and these applied to capital expenditure. The new procurement arrangements with Tenet which were discussed at the Finance Committee meeting were due to start at the end of October;
- noted the positive position on the pay budget and questioned how this had been achieved so early in the year. This was attributed to the impact of some vacancies in existence at the beginning of the year.

RESOLVED:

- i. to receive the report;*
- ii. to approve the Regularity Self-Assessment as presented;*
- iii. to approve the release of £92k for emergency capital expenditure.*

11. Estates Report

The Deputy Principal presented on several estates matters. She highlighted:

- with regard to the properties in Dewsbury which fell within the scope of the Charitable Trust, a formal consultation process would be required to allow for finalisation of the disposal process. Following this, a brief special meeting of the Corporation could be required on 16 November to deal with the required resolutions for the Wheelwright and Halifax Rd disposal strategies and the Holmfirth centre disposal;
- the Springfield Centre and the re-modelled Oldroyd Centre were both operational and a formal opening of the Springfield Centre would take place on 15 November;
- progress on the council's works on Pioneer House was more encouraging and this was being closely monitored by the College.

RESOLVED: to receive the report.

12. Review of Strategic Plan

The Principal presented proposals for the review of the College's strategic plan and key performance indicators (KPIs). This would involve a strategic review including consultation with key stakeholders taking into account national policy, and regional and local priorities. A strategic planning session for governors was planned for 16 November 2018.

RESOLVED: to approve the proposed approach for the review of the Strategic Plan and KPIs.

13. Corporation Standing Orders and Committee Terms of Reference

The Clerk presented for approval the Corporation's Standing Orders and Committee Terms of Reference for 2018/19. Each committee had reviewed its Terms of Reference.

The Chair emphasised the importance for committees to continually monitor the College's recovery plans and its impact.

RESOLVED: to approve Corporation's Standing Orders and Committee Terms of Reference for 2018/19.

14. Use of Corporation Seal

The Clerk presented a report on the use of the Corporation Seal in respect of 14 documents.

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

15. Governor Development and Governance Self-Assessment Review

The Clerk presented a report on development opportunities available for individual governors and the Board as a whole.

A report on governor attendance at Corporation and committee meetings during 2017/18 was also included.

RESOLVED:

- i. to receive the report;***
- ii. to confirm the Corporation's attendance key performance indicator as 80%.***

16. Minutes of Committee meetings

The Board received the minutes of the following meetings:

- i. Finance Committee, 21 September 2018;
- ii. Audit Committee, 24 September 2018 (tabled). Dr Williams presented the main points of the meeting, including the recommendation for the Corporation to approve the Internal Audit Plan for 2018/19, which had been circulated in advance.

RESOLVED: to receive the minutes of the above Committee minutes and to approve the recommendations therein, including approval of the Internal Audit Plan 2018/19.

17. Chair's Report

The Chair reported on his recent activity within the College. The first of the pre-Corporation "Meet the Governors" sessions had taken place today and had been well-received by those attending.

RESOLVED: to receive the report.

18. Publication of papers and Declaration of Confidentiality

RESOLVED: that the papers on estates, restructuring fund be declared confidential under Clause 17(2)(d) of the Instrument of Government.

College managers and the Staff member left the meeting at this point, prior to a confidential session.

Prof Donnelly also left the meeting at this point, 5.30pm. The meeting remained quorate.

CONFIDENTIAL SESSION

19. Executive Employment Committee Minutes

The Board received the minutes of the meeting of the Executive Employment Committee held on 21 September 2018.

RESOLVED: to receive the minutes and to accept the recommendations therein.

20. Date of next meeting

Friday 14 December 2018, 3pm, at the Huddersfield Centre.

The meeting closed at 5.40pm.