

## **CORPORATION BOARD**

### **Minutes of the Corporation Board meeting held on Friday 17<sup>th</sup> May 2019 at 3pm at the Huddersfield Centre**

Present:	Mr J Adam	Student member
	Dr A Conn	Independent Member
	Professor S Donnelly	Independent Member
	Ms C George	Independent Member
	Ms M Gilluley	Principal & Chief Executive
	Mr G Hetherington	Independent Member, Chair
	Mr D Keeton	Independent Member
	Ms L Precious	Staff member
	Mr J Royle	Independent Member
	Mr N Taylor	Staff member
	Ms R Thornton	Student Member
	Mr A Williams	Independent Member
	Mr J Williams	Independent Member

Attendance: 13/16 = 81% [KPI 80%]  
[Quorum 12/20 = 60%, Minimum 40% required =8]

Apologies: Mr H Linn Independent member  
Mr M Varyani Independent member  
Miss S Weston Independent member

In attendance: Ms M Bagshaw Interim Clerk to the Corporation  
Ms C Gonzalez-Eslava Vice Principal  
Mrs R Meara Director of Finance  
Ms J Green Permanent Clerk to the Corporation (observer)  
Mr C Thursby (for agenda item 8)  
Ms S Patton-Eley (for agenda item 8)

The Meeting was proceeded by a meet and greet opportunity for staff and Governors.

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received as listed above.

#### **2. DECLARATIONS OF INTEREST**

Standing declarations were noted and Mr Hetherington repeated his declaration of interest regarding the sale of the Holmfirth Centre.

#### **3. MINUTES OF THE BOARD MEETING HELD ON 29<sup>TH</sup> MARCH 2019**

The minutes were reviewed and it was agreed that were an accurate record of discussions.

AGREED: to approve the minutes of the meeting held on 29<sup>th</sup> March 2019.

It was agreed that there were no matters arising that did not appear as scheduled agenda items.

#### **4. CURRICULUM OPPORTUNITIES AND CHALLENGES**

The Board received presentation from 2 Heads of Faculty. It was acknowledged that these are the last 2 presentations outstanding for this academic year and will complete the cycle of planned curriculum reports.

## 1) Faculty of Engineering and Science

Steve Patton-Eley the Head of Faculty informed the Board that he started working with the College in September 2018 and at that time picked up some quality and staffing issues which has meant that there have been some challenges to overcome in the last 12 months. He described a very challenging start to his role, mostly in relation to the skills shortages. The faculty has had challenges regarding staff recruitment and linked to this has been the ability to respond to employer needs and expectations.

He provided an overview of the faculty structure which covers aspects of engineering, motor vehicle and fab/weld, PMC and Science and Access. He described for the Board provision in terms of full time, part time, level 1, 2, 3, apprenticeships and higher apprenticeships. In the PMC area he advised that it was all apprenticeships and no study programmes.

He then went on to provide an overview of the faculty in terms of income, staffing and contribution. The headline figure, in terms of the key component parts, is that the faculty is on track and the key priority now is to maximise achievement funding. He provided an update on the R09 position which gives a faculty contribution of 50% which is in line with expectations.

In terms of recruitment he advised that

- 16-18 recruitment is a positive position with a substantial increase in Science enrolments seen
- adults -51
- apprenticeships -70 – he confirmed that there was a dip against plan and to address this the faculty has introduced a roll-on roll-off programme to try and address the shortfall. The College is seeing a move in terms of employers using their levy funds for higher apprenticeships, this appears to have been an attraction.
- HE +9 – this is a slight increase but they are all higher apprentices that weren't expected

Achievements for the academic year – he provided a summary

- Increased 16-18 recruitment of learners in Science – many from Dewsbury transferred to the Huddersfield Centre because of better facilities
- Motor vehicle curriculum changed to more inclusive practical curriculum. This has led to improve retention, attendance and achievement.
- Re-engagement with HURCO tools – the intention is to create a training centre with training modules specifically designed for the company. There is an open day planned in July to launch the offer to their employers

Opportunities

- Curriculum design for 19/20 to meet community, employers and learners needs. This is mostly EAL and therefore is very practical. The college is looking to develop the 90+ credit diploma route in to University.
- Relaunch of Engineering apprenticeship block programme to embrace a wider range of standards
- Increase all costs in motor vehicle now planned for July and August

Challenges

- Staffing skills shortages – this is an ongoing issue and a continuing challenge
- Continued growth in 16-18 based on applications and interviews. It was noted that this puts more pressure on the staffing needs.
- Accommodation
  - a) Motor vehicle expected increase at Dewsbury
  - b) Increased used of practical workshops for study programmes at Engineering Centre
- Attendance – full time learners and English/Maths. This is an issue across the whole college and there is a full scale review of delivery and timetabling.
- Meeting the needs of national companies. There are huge expectations and there is a clear need for staff to understand this better.
- Work place pilot – T Levels preparation



### Faculty summary

- Student numbers – 16-19 increased but apprentices below target
- Contribution – faculty is circa £70k above target at R06 and R09 shows that it is coming back in line with expectations
- Staffing is a challenge
  - a) new management team in place
  - b) staffing shortages and long term sickness in Engineering
  - c) taking teacher further – science
  - d) TA review complete – this shows that there are more training assessors required than are in post
  - e) New TAs recruited following identification and apprenticeship review
  - f) Skills shortage strategy being developed
- KPI – retention 90%
- Attendance is 85% but needs to be higher
- Predicted achievement improving
- Progress coaches have a positive impact on learning.

In general discussion the Board questioned whether the college talks to employers and clients about the skills shortages for staff and particularly the challenges. The Principal confirmed that this is something that is discussed with employers and also other providers out of the area to try and establish whether there are collaboration opportunities. She indicated that there are also some discussions ongoing with local colleges, the LEP and trade organisations to see if a solution for the region, rather than individual colleges, can be identified.

A final point discussed regarding this presentation was the expectation that the faculty contribution percentage may decrease because of anticipated increased staff costs, this is entirely due to supply and demand and the need for the faculty to make its offer competitive and attractive.

AGREED: to note the content of the presentation provided.

### 2) Faculty for Business and Computing

Christian Thersby introduced this item and provided a structure overview, he explained that there had been some changes over this academic year and that the faculty is reaching the point of having a final structure in place. He described the department as having significant quality and staffing challenges and that this is something that continues to need to be addressed.

He provided the Board with a summary of the courses on offer and it was acknowledged that they cover many different levels and include an AEB offer too. In terms of the summary of current performance he described this as 'not being where the college wants or needs it to be' and that issues negatively impacting upon this are quality, staff, marketing and promotion. Contribution rates are business 59% and computing 68%. In terms of the apprenticeship provision he described this as being entirely roll on roll off.

He drew the Boards attention to the progress being made in terms of

- Overall attendance – 86% (82% in 17/18)
- Increased average class size now 13 (12 in 17/18)
- Increased retention rates now 93% (were 89% in 17/18)
- Significant improvements in apprenticeship compliance – in September 2018 there were 68 learners not meeting compliance and this was reduced to 6 learners not meeting compliance in May 2019.

There are opportunities for the faculty including apprenticeships, full cost, AEB & community learning. These include

- AAT centre of excellence
- AEB and full cost integration of funding
- CIM marketing qualifications
- Increased provision for full cost and AEB

- Management courses
- ILM and CMI courses – bespoke courses tailored to the employers or individual learner needs

#### Challenges

- Developing the quality of provision – this needs to be a new and exciting curriculum
- Attendance – with all aspects to be addressed, attendance needs to be above 90%
- Maths and English – new timetabling strategy
- Staff recruitment and sickness, including staffing skills shortage and whether teaching is considered an attractive career
- Work placements
- Preparation for enhanced work placements
- Preparing for T Levels

The Board in considering the presentation provided noted that the achievement prediction for this year is 80% which is up from 71% last year. They asked for an explanation of the changes made to lead to such a positive improvement. The Head of Faculty gave a number of reasons including

- Proactive approaches to parents
- Easter revisions sessions supported personally by staff
- A review and change to the assessment processes, including making them a lot more interesting and realistic

As an overview he indicated that he felt that the faculty still has some challenges but that it is moving in the right direction. There is staff buy in for the changes required. Staff work really hard with the students who are considered to be at risk. He believes that there are much better procedures in place to support staff now.

The Board asked for greater clarity in terms of the financial performance. The Head of Faculty gave the view that the faculty will close the gap but by how much is not certain at this stage. He confirmed that some in year efficiencies have been made which will help. The college now has better relationships with the Kirklees Local Authority and the NHS who are 2 key partners. He explained that the faculty have had a lot of work to do in terms of improving quality before it can look at innovating the curriculum which has negatively impacted on recruitment. The plan is to build and develop the curriculum for September 2019. He expressed the view that all staff in college need to buy in to a new digital strategy.

AGREED: to note the content of the presentation provided.

Christian Thersby and Steve Patton-Eley left the meeting at 3.55pm.

## 5. **PRINCIPALS REPORT ON PERFORMANCE AGAINST KPIS**

The Principal drew Governors attention to her detailed written report and a number of matters were specifically noted

- 1) Recovery Plan – the plan continues to make good progress. The most recent ESFA case conference took place on the 2<sup>nd</sup> May and at this meeting a concern was raised regarding the significant risk to the college of the inadequate allocation received for non-levy apprenticeships to be delivered from April 2019 to March 2020. This funding will not cover planned activity which is at a similar level to 18/19. The shortfall is around £0.5 million and will have an impact upon the financial recovery plan. She explained that the plan does not include ambitious growth and is pretty much a 'steady state'. ESFA colleagues have indicated that there is an opportunity to review allocations again in August 2019 however this will be after college plans have been finalised. The Board were also advised that the apprenticeship allocation in year for 18/19 has increased and the college is currently tracking at circa £100k short on the increased allocation.

In terms of apprenticeship activity she advised that there were some risks regarding continuing partners and relationships with certain employers and customers, this is because of some staff



issues which have led to concerns and risks in this area. This may impact upon the 19/20 position. She indicated that following planned meetings with partners there will be much more clarity on this for the next meeting. It is predominantly in some aspects of Engineering and Science with the college not having the right staff with the right skills in some areas.

In terms of overall recruitment, she described this as 'getting there' with the number of gaps reducing. Staff in the faculty of Engineering and Science have been supported by other managers who have been brought in to provide capacity and aid the pace of change needed.

- 2) Senior staff appointments – the Principal advised that the College has been successful in recruiting a new Clerk Joanna Green. Maxine Bagshaw will continue to provide interim support until Joanna starts on the 3<sup>rd</sup> June 2019. The senior leadership team changes which have resulted from the recovery plan have been implemented.
- 3) Kirklees College – moving forward. The Principal reported positively again on the staff conference which took place on 27<sup>th</sup> March. The KC Chronicle demonstrates a really positive response from staff. In terms of the staff survey she provided assurance that she and the senior team have spent a lot of time unpicking the results and there is a plan in place to give a response to staff in July.
- 4) Performance – Governors attention was drawn to the detailed BCPI enclosed with only small changes since the last report. She explained that the college is not yet at target but believes it is close to achieving for adults and apprenticeships. Full cost has improved and is close to target. Retention has fallen slightly. Funding allocations delivered from March onwards are causing some concern as the level may be insufficient to meet the plan.

A question from one member of the Board is why achievement is not currently reported in the BCPI's. It was explained that this is an annual assessment rather than monthly. Assurance was given that, in terms of achievement, the college is working to improve predictions in year. A challenge from the Board was that they would wish to see in year achievement more regularly reported to the Board going forward. The Principal acknowledged that the development in this area closely links with the work done by the Quality Task Group and that a number of options are being considered to improve reporting mechanisms.

- 5) exam season – it was noted that GCSE exams start later this month and the Board were particularly asked to note that there will be 1700 students undertaking Maths and English GCSE exams.

AGREED: to note the content of the update provided.

## **6. FE COMMISSIONER INTERVENTION – UPDATE ON PROGRESS FROM FEBRUARY VISIT**

The Principal drew Governors attention to the detailed tracker document and in summary confirmed that the college is making good progress and will hit all of the actions required. She is confident that the college will have the evidence required to show that it has listened and acted upon the observations and recommendations made.

AGREED: to note the content of the update provided.

## **7. SENIOR TEAM RESTRUCTURE**

The Principal drew members attention to her detailed report and confirmed that the changes proposed and agreed have now been made. The corporation approved the changes which represent an overall cost saving to the current structure. 2 new roles will shortly be advertised, Vice Principal Corporate Operations and Executive Director College Information Systems. She reminded that the Vice Principal post is a senior post holder and therefore the Executive Employment Committee will oversee the process and make up the selection panel. It was confirmed that a special Board meeting has been arranged (where Governors can either attend or dial in) this is on 24<sup>th</sup> June 2019 at 2.30pm. The Board will receive recommendations at that meeting from the selection panel. She advised that the recruitment of the VP role does come with



some challenges and therefore the college has made the decision to seek support through the engagement of a recruitment consultant.

The Board's attention was drawn to the senior leadership structure diagrams with the current position and the intended position from Autumn 2019 explained. In terms of the colours utilised the Board indicated that for future reports they would find it very helpful to have a key explaining the basis of the different colours/shades.

AGREED: to note the content of the update provided.

## **8. PLANNING UPDATE – BUSINESS CYCLE**

The Principal reminded Governors that the corporation has agreed the revised strategic plan which has been widely consulted and is now being shared within college. The next step is to update processes to match the new objectives. There is a need to agree new KPIs and implement next years reporting to the new agreed format.

In terms of business planning the college is getting very close to finalisation and this will generate the budget which is scheduled for presentation to the next meeting of the Finance Committee and then the Board at its last meeting in July.

The Board were asked to consider the 2018/19 business critical performance indicators with an update given as at April 2019 and also the key performance measures required as a result of the restructuring finance. The Principal asked for a steer on whether or not both reports should be presented to the Board or separated out with the Finance Committee overseeing the restructuring fund monitoring conditions, which have to be reported quarterly to the Transaction Unit in any event. There was significant debate regarding the 2 tracking documents and a number of observations were made/agreed ;

- the Board would wish to see an update on the business critical performance indicators at every Board meeting
- in the curriculum quality indicators they would wish to see predicted achievement included
- a challenge from the Board was to incorporate arrows to show movement in terms of the RAG ratings/status.
- The reports to include greater explanation/key regarding the RAG ratings judgements
- The senior team to develop an item to monitor staff engagement and staff wellbeing for 19/20
- A challenge from the Board was for the College to introduce an indicator to monitor safeguarding, particularly as this does have an impact on wellbeing
- Learner voice to be a standing item for the QPS meetings
- Dates of learner voice meetings to be included on the Governors annual calendar
- In terms of the restructuring fund monitoring conditions the request was made to include years 19/20 and 20/21 too. They would like to see this version go to Finance Committee but also to the Board. They do not wish to see the two tables amalgamated. Corporation Board to get the latest version following the quarterly reports and it is not necessary for staff to prepare and update just for Board meetings.
- QPS will also need to see a copy of the restructuring fund monitoring conditions tracker

AGREED: to note the content of the update provided.

## **9. QUALITY TASK AND FINISH GROUP UPDATE**

The Vice Principal introduced her detailed report and a number of key matters were brought to the Board's attention

- The FE Commissioner stocktake visit in February this year acknowledged the very challenging circumstances that the college had faced during the academic year 17/18 and the significant impact that the curriculum restructure had had on the decline of learner outcomes for that period. In this context the Commissioner made the suggestion that 'Governors should ensure that they give sufficient priority and attention to the colleges quality improvement plan with a view to rapid return to a good overall effectiveness of



quality assurance. This should focus in particular on the attendance and outcomes of students.'

- In line with the Commissioners suggestion the college established a Quality Task and Finish group. The group have moved swiftly in order to maximise impact and 4 meetings have been scheduled for this academic year, 3 of these have already taken place and a further 2 meetings are planned in the autumn term of 19/20 to allow analysis of 18/19 results and review further improvement measures which will be drawn from the 18/19 self-assessment.
- As with the finance task and finish group the meetings are focused on the members expertise, enabling them to comment and advise on the current activities rather than to generate new areas of work. 11<sup>th</sup> June 2019 will be the final meeting in this academic year.
- She advised that the support from Dr Phil Mark, Kirklees Council Post 16 strategic lead and Dr Lindsey Whiterod CBE from Tyne Coast College, national leader for FE had been really helpful.
- She drew members attention to the focus of the meetings to date and explained that it has become apparent that there is much work to do across the organisation to improve processes and staff understanding of how to assess progress systematically and across the range and breadth of programmes on offer. She described this as a real opportunity to reflect and learn and will influence the work of the new MIS professional to be engaged.

The Board generally discussed the role of QPS sitting alongside the task and finish group and it was felt that the contribution from the task and finish group has been really helpful in providing a 'fresh pair of eyes'. The consensus is that the focus needs to move away from looking at achievement retrospectively with a greater need for more periodic reviews in year with the need to improve systems to support this. This is to help teachers, students and tutors. There is a need to focus on the what and when and how to do things differently so as to ensure maximum impact. There is the intention to look critically at what is necessary and strip back in some areas activity undertaken by staff. There is a view that many actions are simply weighing and measuring rather than contributing to improvements and leading to demonstrable impact.

AGREED: to note the content of the update provided.

## **10. PREDICTED ACHIEVEMENT AND PROGRESSION**

Julia Treading presented this item and a number of key matters were noted

- The paper aims to provide an update on progress made and also give a summary of the colleges current position on predicted student achievement as of April 2019
- It has been identified that predicted achievement needs to be managed differently moving forward and new procedures put in place. A key action is that senior managers need to be able to report on this data in year to make better informed decisions that lead to better outcomes for students.
- A key focus has been for everyone to minimise drop out and non-achievement and maximise retention and pass rates. There are a number of things that can affect achievement rates like the quality of teaching and learning, information advice and guidance and in year support.
- The college is currently in a position where it has collected 100% of the data set of existing enrolments. The early summary is indicating that out of 12,683 starts 11,326 predicted outcomes can be confirmed so far. This leaves 1,357 starts without a known outcome (11%) and the majority of these are English and Maths. She indicated that given the current position the college can be quietly confident in terms of positive outcomes.
- Retention is 1% down but is not a concern as this is a true figure that can be robustly relied upon which may not have been the case in the prior academic year.

In terms of an overview she confirmed that a lot of time and work has been spent on looking at the cycle of in year reviews for achievement and a number of important changes have been made, including

- The introduction of flight paths
- The fact that mark book already tracks the in year progress



- The position has been reviewed on a learner by learner basis and RAG rated. Following this process interventions have individually been reviewed and tailored.

From the new processes there is the ability to much more accurately predict. Predictions are all now in place and are currently undergoing a cycle of review and challenge on a weekly basis. A key goal is to ensure that achievements are timely and work is underway to ensure that they do not stray over in to the summer. She indicated that predictions are not an exact science and therefore discussion and debate with staff is important to understand the context for individual students and also for particular courses and departments. She confirmed that staff are challenged to be aspirational.

A question and challenge from the Board was in terms of how the college monitors the position in relation to resits. It was explained that staff look for evidence of workshops, revision support, study skills support etc. There will be the introduction of progression boards from week 6 next year which will give a very early line of sight regarding those who are and aren't on their expected flight paths.

She indicated that there was confidence that tutors know where students are but didn't have the systems in place to challenge and support to ensure that all students do the best that they can. With the new processes the intention is to ensure that all staff are accountable. One member of the Board expressed the view that there should be no data without analysis and then no analysis without actions.

AGREED: to note the content of the update provided.

## **11. FINANCIAL RECOVERY UPDATE**

The Director of Finance and Principal introduced this item and reiterated the discussion point previously noted at the ESFA case conference. There is lots of uncertainty regarding the non-levy allocation and it was acknowledged that Kirklees is not alone on this in the sector. This is a sector issue to address and an important aspect will be in terms of ensuring the 16-18 entitlement if there are insufficient apprenticeship funds available. The Board advised that there is a very real possibility that the college will either have to stop recruiting or make decisions on how available funds should be directed. Because of this issue it will now rank much higher on the risk register and will be included on the risk register report to the next meeting. (Director of Finance, July 2019).

In terms of the restructuring fund application there are 2 remaining conditions subsequent to the loan. These are

- 1) the delivery of a strategy for growth in full cost income by July 2019 – it was confirmed that there will be a report on this to the Board in July (Principal/Director of Finance, July 2019)
- 2) the college to use reasonable endeavours to facilitate an agreement between the LEP Council and DFE. It was confirmed that this has been follow up with the LEP and the Council.

The next main actions are to

- complete the quarter 3 monitoring and associated data by the end of May 2019
- provide evidence of systems capital expenditure by the end of May 2019.

AGREED: to note the content of the update provided.

## **12. ESTATES REPORT**

It was agreed that discussions on estates matters would be reported separately.

## **13. SUPPLY CHAIN POLICY**

The Director of Finance introduced this item and confirmed that what was presented was an update on a previous version to ensure that the college remains completely compliant. She presented the policy for the 18/19 and 19/20 academic years. She indicated that in 18/19 there was only 1 new subcontractor and that all other contracts were in relation to carry in learning.



AGREED: to approve the Supply Chain Policy as presented.

**14. CORPORATION AND COMMITTEE MEETING DATES 19/20 AND CORPORATION BUSINESS PLANNER FOR 19/20**

It was agreed to defer both of these items to the July meeting so that the Committees in their next cycle of meetings can review and thereafter a series of recommendations can be made to the Board for finalisation in July (Clerk to the Corporation, July 2019).

**15. MINUTES OF THE FINANCE COMMITTEE MEETING HELD ON 3<sup>RD</sup> MAY 2019**

The Board were happy to note the content of the minutes provided.

**16. MINUTES OF THE QUALITY TASK AND FINISH GROUP MEETINGS HELD ON 29<sup>TH</sup> MARCH AND 10<sup>TH</sup> APRIL 2019**

The Board were happy to note the content of the minutes provided.

**17. CHAIR AND VICE CHAIRS REPORT**

The Chair confirmed that he had attended another network event through the Siad Business School, again this was a very positive opportunity.

The Boards attention was drawn to the sector letter received from the OFS in relation to financial viability and sustainability.

AGREED: to note the content of the update provided.

**18. APPOINTMENT OF THE CLERK TO THE CORPORATION**

(Joanna Green left the meeting at 6.20pm)

The Principal presented the recommendations for appointment from the EEC. It was confirmed that her planned start date is 3<sup>rd</sup> June on the basis of a .75 position pro rata.

AGREED: to approve the appointment of Joanna Green as the Clerk to the Corporation.

It was noted that this is a senior post holder position.

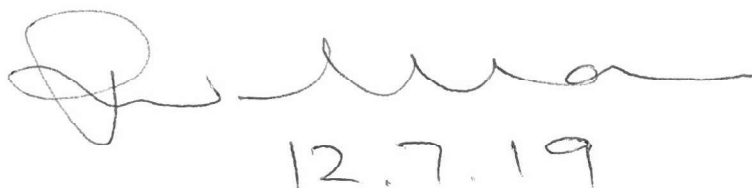
**19. PUBLICATION OF AGENDA PAPERS – BOARD TO CONSIDER ANY CONFIDENTIAL ITEMS**

It was agreed that agenda item 12, the Estates Report, would be recorded on a confidential basis.

**20. DATE OF NEXT MEETING**

The interim Clerk to the Corporation confirmed that the next meeting was the special meeting on 24<sup>th</sup> June 2019 at 2.30 and thereafter the last meeting for this academic year will be Friday 12<sup>th</sup> July 2019 at 3pm.

Meeting closed at 6.25pm



12.7.19

