

**Meeting of the Kendal College Corporation  
Wednesday 15<sup>th</sup> February 2017 at 5.00 pm  
Conference Room 1  
OPEN MINUTES**

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**Present:**

Fra Cooke  
Cath Dutton (Chair)  
Emily Harris  
Pat Mclver  
Rebecca Sandham  
Alastair Speed (Student Governor)  
Jon Thedham  
Gordon Watson  
Graham Wilkinson (Principal)  
(attendance 70%)

**In attendance:**

Maggie Cawthorn, Carole Drury (Clerk), Louise Shrapnel  
Matt Burke and Hilary Pezet – item 1711, Dan Hodge – Link Governor presentation

The Chair welcomed new governor, Pat Mclver, to the meeting

**Link Governor Presentation – ILT**

(Fra Cooke and Dan Hodge, Digital Learning Manager)

The first presentation under the Governor Link scheme was given, following liaison between the College's Digital Learning Manager and the Link Governor, Fra Cooke. Dan Hodge gave a snapshot of information and learning technologies, providing an overview of College IT facilities across the two campuses and the different learning zones available to support student study, including independent study areas, directed study areas and BYOD (bring your own device) areas. For students, there is the benefit of Single Sign on and access to Windows 365 technology with their own Kendal College email, access to on-line apps and 1 terabyte of Cloud storage, all expected by them as part of their learning.

Dan and Fra were thanked for the information presented.

**1705 Apologies for Absence**

Michelle Clement, Isaac Roach, Zaeed Mohammed

**1706 Declaration of Interests**

Pat Mclver declared an interest in discussions under 1709 re Institutes of Technology

**1707 To approve the minutes of the meeting held on 14<sup>th</sup> December 2016**

The minutes of the last meeting were approved and signed by the Chair as an accurate record.

**1708 Matters Arising from the Minutes & Action Plan**

There were no matters arising from the minutes that were not covered by the action plan or on the agenda.

1653 – a visit of the Board would still be welcomed. R Sandham and the Clerk to liaise.

1399 – the Principal reported that the Castle Dairy was scheduled to re-open at end of March on completion of an extensive refurbishment programme following the flood damage from December 2015.

1695 - DBS checks have been carried out on all governors who do not already have a check in place

1709 **Principal's Report and Data Dashboard (some elements of this report noted as confidential)**

- a) The Principal's report provided governors with a range of information that impacts on the College including about the Technical and Further Education Bill and Institutes of Technology, with particular reference to how an application to become an Institute of Technology or an application for LEP capital could be utilised to develop bio-pharmaceutical provision or culinary arts, both LEP priorities. However, the need for 100% grant funding was noted. Jon Thedham commented that the green paper remained too general at present with insufficient detail of the implications of Institute of Technology status and how many were likely to be set up. It was agreed that more clarification would be needed before any decisions on application would be considered.
- b) Following publication of the formal report of the Cumbria Area Based Review, Board members were provided with a copy of a letter received from the Acting Principal of Carlisle College confirming their merger with Newcastle College Group. In respect of the recommendations in the report for Kendal College, the Board was asked to confirm their acceptance to remain independent with a growth plan and consideration of a venture trust with the other FE Colleges and the University of Cumbria.

(Confidential items removed)

- c) The Principal outlined an opportunity to be part of an application for a free school in south Lakes, linked to the Queen Katherine School Multi-Academy Trust. A detailed paper and timeline for application was considered by the Board. However, it was agreed that close involvement with the project would be a distraction for the College at the current time.
- d) The data dashboard was considered, noting good data in respect of student attendance and achievement rates with overall attendance reported on target at 90%, however attendance at maths and English classes were questioned. Financial data raised concerns over liquidity and solvency.

1710 **Reports from the Committees:**

- Search & Governance 31<sup>st</sup> January 2017  
Jon Thedham, as Chair of Search & Governance, spoke to the paper summarising the outcomes of the meeting. The Committee had reviewed the board performance report and had noted a number of actions.

The Governor Development & Improvement plan had been updated with a new emphasis on the governor development programme. The first link governor presentations had been scheduled and effectiveness of the scheme would be reviewed at the next round of performance review.

Governor terms of office and committee membership had been considered with proposals going forward. Rebecca Sandham had agreed to join Search & Governance Committee. Three new potential members had submitted applications and would meet with a small panel of governors in the next few weeks. Fra Cooke had agreed to continue until the end of the academic year.

In respect of senior leadership succession planning, a recommendation was made to set up a Task & Finish Group to put in place a proposal for recruitment.

Dates of future meetings had been discussed with a particular emphasis on the strategic planning event. Governors debated the proposal to hold a planning day on a

Saturday to allow for lengthier discussion on the future vision and priorities for the college and were asked to advise the Clerk of their preference.

- Finance Working Group 7<sup>th</sup> February 2017  
Emily Harris provided the Board with an overview of the meeting where the management accounts had been reviewed along with the growth plan and which had been summarised in an appended report. Concerns over cashflow had been raised and assurances provided over close monitoring of the position by the Finance Manager and Director but noting the importance of income generation rather than cost savings to improve cashflow.

Emily reported that she was liaising with the Director of Finance & Resources on debtors and working capital, raising concerns over the riskiness of an unsecured overdraft

In respect of the growth plan, it was reported that the target income for 2016/17 had already been surpassed. Higher Education recruitment had been reviewed noting that alternative provision would be put in place if recruitment to target did not materialise.

The Board RESOLVED to:

- Note the report of Search & Governance Committee, gaining assurance that governor recruitment and succession planning were in place
- Receive the notes of the Finance Working Group, noting progress with the Growth Plan

1711 **Kendal Museum** (key agenda item) **Confidential Item**

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1712 **Teaching, Learning & Assessment report**

The Director of Curriculum & Quality presented her report that provided an update on applications for full time provision 2017-18 showing an increase of almost 120 on the same time last year as well as 28 applications for full time A level courses but noting that conversion of applications to full time students was the only effective measure.

Under curriculum planning, the report outlined the considerations including LEP priorities and student feedback, noting that planning will take on the proposal from the governor training event that teaching costs are not above 40% of the income for each course. A level package delivery would be planned at 13.5 hours with 5 students per A level subject required to ensure the provision would run. Study time at college would be included in timetabling for next year to provide a greater parallel to packages provided by school sixth forms.

Board members were provided with a copy of the higher education self-assessment report to provide assurance on the quality of academic experience, student outcomes and the standard of awards. A preliminary desktop assessment had shown no concerns.

Board members challenged how the College identifies the need for intervention and addresses poor teaching and Maggie Cawthorn reported that it was identified through scheme of work audits, new staff observations, induction questionnaires, student attendance and walks around the college by senior staff. Any concerns were then followed up and recorded via new performance appraisal software in case of later evidence requirements such as in cases of ill-health capability.

The Board RESOLVED to:

- Accept the HE self-assessment report as assurance of the standards required by HEFCE
- Take assurance on the monitoring of teaching quality

### 1713 **Capital Projects Update**

The Director of Finance & Resources provided an update on capital projects noting that the Wildman Street Studios are now complete and operational. In respect of Castle Dairy, it was reported that the kitchen reinstatement is now complete and that for the main building is underway. The kitchen project had been put forward for a CEDA award based on flood resilience measures.

A further cost of £10,000 was requested to support betterment of the building with the costs to be taken from the 2017/18 capital budget allocation. Emily Harris commented on the importance of the Council understanding that there is a cap of £10k and that costs did not escalate and it was noted that the decision on whether it is replacement or betterment is made by the loss adjustor.

The Board RESOLVED to:

- Approve the figure of up to £10k for betterment

### 1714 **Castle Dairy Leasing Agreement**

The Director of Finance & Resources put forward a proposal for asset leasing options with NatWest. The Board was asked to approve the lease. Emily Harris raised concerns over the high cost of borrowing through this method advising of other ways of raising cash and Fra Cooke asked that the fees for interest and arrangement were noted. Gordon Watson asked if there were any further flood grants that could be applied for eg the Cumbria Community Foundation.

The Board RESOLVED to:

- Approve the lease arrangement

### 1715 **Health & Safety Annual Report**

The Director of Finance & Resources presented the annual health and safety report to provide assurance to the Board over their responsibilities for College health and safety. The report included accident statistics, presented by type and by department and other key issues including training and expenditure.

Board members reviewed the report with Pat McIver suggesting that it should have a higher prominence in the agenda. The recent Ofsted Inspection report for the Queen Katherine School was raised as evidence of the importance of health and safety within inspections and it was agreed the report would be shared with Board members.

Rebecca Sandham agreed to join the College's Health and Safety Committee as Board representative.

The Board RESOLVED to:

- Accept the report
- Approve the appointment of Rebecca Sandham as governor representative on the College Health & Safety Committee

### 1716 **Meeting dates 2017-2018**

Board and committee meeting dates for the next academic year were presented for consideration. Discussion over strategic planning activities took place.

The Board RESOLVED to:

- Accept the draft dates
- Advise the Clerk of preference in respect of future strategic planning

### 1717 **Any other Business**

The issue of a former staff member charged with theft of college equipment was discussed. Discussion also took place over the type of information that board members expect to be provided with and would be further considered by Audit & Risk Committee (Action: Clerk)

1718 **Date of Next Meeting –**  
Wednesday 29<sup>th</sup> March 2017  
(Link governor scheme: Emily Harris/Suzanne Horner on working with employers)