

**Meeting of the Kendal College Corporation  
Wednesday 28<sup>th</sup> March 2018 at 5.00 pm  
Conference Room 1  
MINUTES**

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**Present:**

Cath Dutton (Chair)  
Emily Harris  
Pat McIver  
Eve Martin  
Zaeed Mohammed (Staff Governor)  
Amanda O'Brien  
Rebecca Sandham  
Mike Southworth  
Jon Thedham  
Gordon Watson  
Graham Wilkinson (Principal)  
(Attendance 79%)

**In attendance:**

Matt Burke (Head of School) – Item 1806 only  
Carole Drury (Director of Governance)  
Craig Owen (Director of College Information Services)  
Louise Shrapnel (Director of Finance & Resources)

Link Governor Presentation – the expected presentation on Student Services was postponed due to absence of the link governor and will be re-scheduled for a later date. Eve Martin commented that a profile of student support had recently been presented and well received at a meeting of the SLDC Financial Reliance Group.

**1800 Apologies for Absence**

Michelle Clement (Staff Governor), Naomi Chessell and Isaac Roach (Student Governors). It was reported that Naomi was representing the College at an NUS conference and had been tweeting her enjoyment at being there.

**1801 Declaration of Interests**

There were no declarations of interest

**1802 To approve the minutes of the meeting held on 7<sup>th</sup> March 2018  
(re-scheduled from 28<sup>th</sup> February)**

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

**1803 Matters Arising from the Minutes & Action Plan**

The Chair reported on a follow-up email and suggestions from Naomi Chessell following the link governor presentation at the last meeting and suggested that, in her absence for this meeting, further updates be discussed at the May board meeting.

There were no other matters arising not covered by the agenda or action plan. Updates of key actions were noted and carried forward actions diarised.

**1804 Principal's Report and Data Dashboard**

The Principal presented his report for the meeting that included national issues of interest in respect of area reviews and FE Commission reports along with new requirements of the

DfE careers strategy including Gatsby careers and guidance standards that could impact on access by the College to provide impartial guidance in schools.

#### College Collaboration

The Principal provided an update on the collaboration proposals between Kendal, Craven and Lancaster & Morecambe Colleges. Formal letters had been received confirming board acceptance of the agreement to collaborate on a range of areas including curriculum mapping, shared workforce, potential for shared services and joint procurement. The Board had been asked to put forward two members who would work alongside the Principal and a second senior manager on the task and finish group for the collaboration. It was agreed that the Chair and Vice Chair would represent Kendal College but noting that representation could change for different topics.

#### Cumbria Skills Alliance

The Principal also provided an update on the progress of the Cumbria Skills Alliance referring to the full paper that had been issued in August 2017. The alliance would be made up of the 4 general FE Colleges in Cumbria, Newton Rigg College and University of Cumbria and would take the form of a “soft” federation, building on the long-standing collaboration established through the Principals’ FE4 group. Adoption of the successful lead college model for key contracts would be likely to continue. An inaugural meeting would be called by the end of April to agree terms of reference for the alliance that would then be brought back to the Board for approval. Membership of other significant local providers would be also be considered on an associate basis. It was noted that Craven College had indicated it did not want to be linked to the Cumbria Skills Alliance.

#### FE Commissioner Team’s Visit

Feedback from the visit was provided by the Principal and Chair based on notes taken at the different meetings while the formal report was awaited. Very positive comments had been made about staff, students and College facilities and an acknowledgment that data and statistics indicated a very good college. However, recommendations in respect of building up cash reserves were expected to be in the report.

Further confidential feedback was provided to Business Board members only under agenda item 1811 and recorded as a confidential minute.

The Chair expressed thanks to the Principal and College teams for the excellent work that had gone into supporting the outcome of the visit.

#### Financial Health Grade

It was reported that official confirmation had been received from ESFA of the financial health grade of satisfactory.

The finance dashboard was discussed in further detail showing predicted grade for 2018/19 being good with 180 points. 16-18 learner numbers and allocations showed the growth and predicated growth over a five year period, noting that applications for next year were already 31 up on the same period last year. Other tables in respect of finance performance with current and projected figures shown against national Further Education College median were considered.

#### Data Dashboard

Performance against key financial, personnel and curriculum targets was presented and discussed with indication of risk and commentary against areas where performance was below target.

#### **The Board RESOLVED to:**

1. Receive the Principal’s report noting progress on collaboration activities
2. Note the introduction of the career’s standards (Gatsby)

3. Approve the membership of the Chair & Vice Chair to the Collaboration Task & Finish Group
4. Receive confirmation of the financial health grade and note the data in the finance dashboard
5. Receive the data dashboard noting areas of concern

1805 **Update to the Strategic Operating Plan**

The Principal presented the updated operating plan based on strategic targets and measures approved by the Board at the meeting of 7<sup>th</sup> March 2018. Exceptions to expected progress were reported. The Principal reported that there had been minor adjustments to measures from the strategic plan and that targets had been generated from the plan and shared with all college staff. Further reporting of progress would take place in July and again in October.

In respect of the European Social Fund (ESF) contract, it was reported that activity was now to the value of £120k with scope to increase with the extension of the contract to 2019.

The Chair asked about work placements and why 43% of student still needed to be placed. The Principal confirmed that Heads of Schools were responsible for planning when placements best met the needs of the students and course but that the target would continue to be closely monitored. The Chair asked for an update at the May meeting. Mike Southworth asked whether students found their own placements but was advised that Student Services sourced most placements working with curriculum teams (Work Placement would have been covered by the Link Governor presentation).

Amanda O'Brien asked for an amendment to measure 4.2 to show level 3 and level 5 and mentioned the successful recruitment to the Clinical Health Care cadetship.

Craig Owen reported that national success data for 2016/17 had just been released placing the College at 20<sup>th</sup> out of over 200 providers for apprenticeships and 21<sup>st</sup> for GCSE maths nationally.

**The Board RESOLVED to:**

1. Note progress against strategic measures and to receive the next update in July
2. Request an update on work placement at the May board meeting

1806 **Kendal Museum – report of Task & Finish Group** (key agenda item taken at the start of the meeting)

The Principal reported on the progress of the task and group that had now met three times and comprised senior managers, governors and members of South Lakeland District Council. The paper provided full details of the actions taken and the recommendations in respect of the buildings and collections, along with reported outcomes from the meeting of the Museum Trustees. Benefits to the College were listed and would include significant gain in teaching space that would support the difficulties faced by that school in teaching accommodation, based on the analysis of space utilisation.

Eve Martin asked about the additional costs to the College and how these would be met. The Principal explained that the estimated financial liability would be in the region of £25k based on £20k of running costs and £5k for insurance and significantly less than the cost of acquiring the additional teaching space off site, and which would prevent the need for taking out additional loans to develop further accommodation in the future. Louise Shrapnel added that museum income such as from car parking, the small museum shop, loan boxes and special events was not shown and would be used to offset the cost. Matt Burke reminded the Board that additional student numbers would also yield additional funding that would be lost without additional curriculum space.

Emily Harris stressed the importance of including an indemnity clause in any leasing arrangement to cover unexpected structural issues but the Principal told the board that a recent structural survey had not shown any cause for concern and SLDC were continuing with required maintenance up to April 2019.

Proposals for repurposing of the museum spaces would be funded through seeking grants eg lottery bids. Gordon Watson pointed out the importance of the extra revenue costs and the waiving of the main site land costs. The Principal also pointed out that College technician staff could be used to make improvements at low cost with the work completed in stages and that the proposed university accreditation route would also open up funding opportunities. He recommended that the College should not take out any further capital loans to complete the work for risk of getting too close to covenant breach levels and to ensure the College was able to concentrate on building up cash reserves going forward.

Pat Mclver asked about the lease proposals and cancellation clauses and was advised that the detail was still under development but would be based on the existing lease arrangements for both museum and the Allen building. The museum management agreement already had a six month break clause build in for either party to use. The Principal re-emphasised the importance of holding a lease with over 100 years to run as that was an important factor in obtaining grant funding. The most recent example was the £1m grant spent on the Allen Building in 2015.

Additional information in respect of museum staffing and salaries was provided to show where savings could be made along with a table showing growth forecast against accommodation requirements for performance and production arts.

**The Board RESOLVED to:**

1. Approve the proposal to progress to the next stage and work on lease arrangements with SLDC and Kendal Town Council (The Trustees).

1807 **Teaching, Learning & Assessment report**

In the absence of the Director of Curriculum & Quality, the Principal presented the report covering value added, applications and curriculum performance reviews.

Value Added: data had improved in all areas except A level provision and an analysis was provided of key points including improvements in both maths and English

Applications: there had been 143 applications during March, 31 higher than the same time last year with encouraging applications for higher education, now at 46 compared with 25 at the same time last year.

Curriculum Performance Review: the report provided comprehensive data on recent audits of feedback on marked work, schemes of work, compliance with Smart Assessor (e-portfolio) and lesson observations. Further audits had been scheduled and action plans put in place where performance did not meet College standards.

It was noted the very few staff failed to meet College standards through the observation process and Jon Thedham asked what happened in the professional support process and how governors were made aware of performance management. The Principal outlined the policy and how staff were supported in continuous improvement. Pat Mclver asked how the audit plan was determined and whether it was risk based. The Board was advised that all teaching staff are observed as part of the process and that audits were scheduled against known risk and non-compliance areas.

Eve Martin asked how the College responded to issues raised by students and the Principal advised that Student Council was an example of where students raised concerns that were dealt with quickly by himself and the senior team. He gave an example on the

consistency of the tutorial process which, as a result of student concern, was being revisited for September 2018. Governors were reminded that they were welcome to attend.

Mike Southworth commented on ensuring continuous improvement in teaching even if standards were being met and that governors needed a better understanding of how this would be achieved. Jon Thedham asked how evidence to show best practice was gathered and how further shared and celebrated. The Principal agreed that further information would be provided at the next meeting.

Eve Martin asked about the value added scores for A levels and that the review of provision would be important. It was agreed that the scheduled review would take place at the September meeting once the A level results were known. It was agreed it would be good for the new CEO & Principal to lead the review.

**The Board RESOLVED to:**

1. Receive the Teaching, Learning & Assessment report noting value added and recruitment reports
2. Request more information on curriculum performance review and sharing best practice
3. Conduct a review of A level provision at the September board meeting

1808 **Management Accounts**

The Director of Finance & Resources presented the management accounts to the end of February 2018. Key risks to achieving the forecast outturn position were provided and based on achievement of recruitment and retention and income generation targets. The outturn forecast had been adjusted to reflect changes in LGPS pension liabilities.

Commentary on pay and non-pay budgets was provided to show where adjustments to forecast would be made against budgeted predictions.

The balance sheet showed a cash deficit of £262k to the end of February which had been impacted by changes in the way apprenticeship income was received. It was reported that the cash position was forecast to improve in April following receipt of a significant ESFA payment.

Emily Harris asked about the tuition and commercial income line which was explained by a drop in part time recruitment especially for beauty and business courses, impacted both by levy paying businesses using the apprenticeship route and access to funded training via the ESF Edge programme. The impact of businesses no longer investing in training would need to be factored into budgeting for next year.

Pat McIver asked why higher education income was down and why students were leaving their courses which in turn impacted on the income. The Principal suggested that the Director of Curriculum & Quality provide an update at the next meeting based on reasons for student withdrawal and what was being done to improve retention on HE courses. Consideration of student loans would need to be undertaken before approval of the next fees policy.

**The Board RESOLVED to:**

1. Accept the management accounts
2. Note the forecast cash position improvement for April
3. Review the budget expectations in respect of part time provision
4. Review the fees policy in respect of HE income
5. Request an update on reasons for students leaving HE provision

1809 **Appointment of CEO & Principal**

The Chair provided an update on the appointment of the new CEO & Principal confirming that he would join the College at the end of May and would meet with the current Principal in the meantime to facilitate handover. A communication had been sent to staff and external stakeholders. Zaeed Mohammed reported that there had been a positive response from staff to the appointment.

1810 **Training Event – 25<sup>th</sup> April 2018**

The draft programme for the training event was discussed. However a number of governors would be unable to attend and it was agreed to move the date to 23<sup>rd</sup> May, prior to the Board meeting, subject to the presenters being available on the new date.

**The Board RESOLVED to:**

1. Reschedule the training event to 23<sup>rd</sup> May 2018

1811 **Any other business**

- Appointment of Designated Senior Lead for Safeguarding – it was agreed to confirm the appointment of Maggie Cawthorn, Director of Curriculum & Quality as the designated senior lead.
- Confidential discussion (separate confidential minute) in respect of the FE Commissioner's Team visit

1812 **Date of Next Meeting**

23<sup>rd</sup> May 2018