

**Meeting of the Kendal College Corporation
Wednesday 11th July 2018 at 5.00 pm
Conference Room 1
MINUTES**

Present:

Cath Dutton (Chair)
Pat McIver
Eve Martin
Zaeed Mohammed (Staff Governor)
Kelvin Nash (Principal)
John Rawsthorne
Isaac Roach (Student Governor)
Rebecca Sandham
Mike Southworth
Jon Thedham
Gordon Watson

(Attendance 73%)

In attendance:

Matt Burke (Head of School) Link Governor presentation only
Maggie Cawthorn (Director of Curriculum & Quality)
Carole Drury (Director of Governance)
Louise Shrapnel (Director of Finance & Resources)

Governor Link Programme – Safeguarding & Prevent: Zaeed Mohammed and Matt Burke
Matt Burke provided an overview of application of the College's Safeguarding Policy and how the College meets its statutory responsibilities in respect of student wellbeing and safety. He talked of the wide range of typical and complex cases that the Safeguarding Team get involved with and how referrals were made. He referred to the value of having a bespoke staff member within the Student Services team who was able to triage cases and make onward referrals to the safeguarding team. The time needed by senior staff to deal with student problems was continuing to increase but limitations on how much could be done was also recognised. Zaeed Mohammed also referred to student tutorial training that included Prevent and developing resilience and positive behaviours.

Mike Southworth asked about wrap-around care for students and whether the level of excellent support was sustainable. Maggie Cawthorn responded that there would be more emphasis on training students in developing resilience with group support schemes. Eve Martin suggested that the College revisited its statutory obligations to ensure support costs were realistic. Matt and Zaeed were thanked for their presentation.

1829 **Apologies for Absence**

Michelle Clement, Naomi Chessell, Emily Harris, Amanda O'Brien

1830 **Declaration of Interests**

There were no declarations of interest not already noted

1831 **To approve the minutes of the meeting held on 23rd May 2018**

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

1832 **Matters Arising from the Minutes & Action Plan**

There were no matters arising not noted in the action plan. Updates to actions were considered.

1833 **Principal's Report and Data Dashboard**

The new CEO & Principal was welcomed to the meeting and presented his first report outlining a range of issues at national level that would impact on the college. It was reported that apprenticeship starts were down nationally by 28%, with the trend being evidenced in College apprenticeship starts. Nationally, the Chamber of Commerce and Small Business Federation were requesting support in the recruitment and affordability of apprenticeships. Changes to adult funding were also reported with a pilot scheme underway to widen learner eligibility for funding. Other changes, including through the regional devolution programme, to the allocation of adult education budget (AEB) were reported, that could provide the College with opportunities to broaden its reach.

The Colleges approved to pilot T-level qualifications had been announced with some in the North West. It was generally agreed that the College was better off not being part of the pilot and could monitor progress before formal introduction in a few years' time.

Extracts from the Economic Affairs Committee on treating students fairly were reported and included specific reference to some of the discrepancies of funding between FE and other sectors. A link to the full report was included.

On a more local level, the Principal reported on a partnership bid that had been submitted, with the other Cumbrian Colleges, for a centre of excellence maths programme to build teaching capacity and spread best practice to improve basic maths.

College Collaboration

Following the second collaboration meeting between the Principals and Chairs of Craven, Lancaster & Morecambe and Kendal Colleges, the Principal reported that an analysis of LEP priorities and curriculum numbers has taken place and which would be further worked on. The Board was asked to approve the draft terms of reference for the group that outlined the purpose of the agreement, objectives of the partnership, key strategic aims, decision making & governance and operating principles.

The Principal reported on the proposed appointment of a former governor from Lancaster & Morecambe College to look at the potential for further collaborative working that would include the requirement to share key enrolment data and travel to learn patterns. Governors questioned the value of this approach at such an early stage in the collaboration, suggesting that the driver for collaboration was financial stability with an expectation of early wins through joint procurement or supporting each other with tutor shortages. It was felt that there would be no scope to make savings through curriculum mapping until trust had been established between the colleges, with a suggestion that the approach proposed could be commercially sensitive.

It was agreed that the Principal would respond with the Board's preference for early targets being focussed on mutual gains in income enhancement and making savings.

Internal Audit into Curriculum Planning

Following a request from the Board, the Internal Audit team (ICCA) had completed an audit into curriculum planning and strategy and the final report (08.17/18) was presented for consideration. Substantial assurance had been given with three low and one advisory recommendation. Management responses showed the actions along with timeline. It was reported that student progressions were now 194 against the 64 reported at the time of the audit but that progression targets would be set up for next year. In respect of curriculum planning, the Principal advised that governors would be invited to a meeting in the Autumn

term to support a better understanding of curriculum development and longer term planning.

Data Dashboard

Key performance data was presented with explanatory commentary provided where performance was below target. Student attendance and apprenticeship achievement rates were both below target but strategies to improve performance were being put in place to ensure more apprentices completed their frameworks by the end of July. Attendance rates for English and maths remained a concern but achievement rates were not yet finalised for the year.

In respect of financial data, cash balance and liquidity & solvency remained below budget. Apprenticeship funding was below target but strategies for recruitment and maximising achievement were put forward. The covenant position was reported as good. Mike Southworth questioned the rating of the cash balance line, having a concern over the change in figures from the March report. Louise Shrapnel advised that a significant amount of outstanding funding was being investigated that would improve the position. The overall forecast position was strongly challenged and the Principal confirmed that a lot of work had gone into accurate forecasting for the new budget to ensure it was realistic. Pat McIver suggested that a sensitivity analysis was needed to show what assumptions had been made.

John Rawsthorne requested that future reports had more narrative to make the links between the data and any discrepancies and Principal stated that the report would be reworked for the next academic year. Mike Southworth asked for candour in documentation but felt reassured by the approach of the new Principal, requesting that more explanation was included in his own report. The Principal reported that the recent meeting with the ESFA intervention team had been productive and that they had seemed content with the budget being proposed. Gordon Watson asked that the order of papers be considered to show how they were linked and to help prioritise actions from the dashboard data.

The Board RESOLVED to:

1. Note the Principal's report
2. Take assurance from the ICCA internal audit report on curriculum planning and strategy
3. Approve the draft terms and conditions for the college collaboration group subject to agreed amendments
4. Note key performance against targets

1834 **Teaching, Learning & Assessment report**

The Director of Curriculum & Quality presented the report that included an update on full time applications that were currently 80 higher than the same time last year. Fluctuations in curriculum recruitment were raised and a concern reported on higher education recruitment. John Rawsthorne asked about key actions being taken from the report and was advised that marketing strategies were linked to areas of concern including schools liaison, noting that applications could be impacted by the date of a visit into a school by the Student Services manager. Gordon Watson asked about construction recruitment and was advised that there was an increase in apprenticeships in this area.

In respect of higher education recruitment, concern was expressed by governors over the decline in numbers and the downward trend in recruitment, asking about viability and how it was being reviewed. Maggie Cawthorn responded that there was concern over the drop off in numbers, mostly explained by lower entry offers being made by universities. She cited the continued popularity of the Childhood Studies degree programme and the potential growth in degree apprenticeships.

Outcomes of the 2017/18 higher education end of year questionnaire were reported with participation by 65% of students, being a 30% increase over the previous year. Levels of student satisfaction were reported as being very high with 16% reporting dissatisfaction on engineering and business courses. Students had commented on the value of small group size and close links to industry.

The role of the new Office for Students was reported on as the independent regulator for higher education with an increased focus on students and the quality of their experience. The registration application for the college had now been submitted and had included details of all governors with the outcome expected in September.

An update on T-level qualifications was included and reference made to the three specifications now available under the pilot programme along with the timeline for expected delivery.

The Board RESOLVED to:

1. Note the teaching, learning and assessment report
2. Raise concerns about higher education recruitment

1835 **Strategic Priorities Monitoring Report**

The updated position for actions from the strategic plan were presented for consideration, showing levels of progress against targets. The Principal reported that this would be the last time it was presented in this format and that a new presentation would be worked on prior to the next board meeting.

The Board RESOLVED to:

1. Note progress against key strategic measures

1836 **Budget Approval 2018/2019**

The Principal presented the draft budget for 2018/19 along with a forecast for 2019/20 based on known data. An expected health grade of good was included for 2019/20. Notes had been provided to give further clarity on each of the budget proposals. Board members discussed the approach to budget setting, noting that the same had been presented to the ESFA Early Intervention team earlier in the week. The Principal confirmed that he did not expect any material changes to be made to the budget which would need to be submitted to the ESFA by the end of July.

The budget also included a proposal for a 1% pay award for both 2018/19 and 2019/20 having already been proposed to the main teaching union (UCU) that had been pushing for a 4% deal nationally.

The Board RESOLVED to:

1. Approve the draft budget
2. Approve the inclusion of a pay award for all staff to be paid from 1st August 2018

1837 **Policy Approval**

- **Health & Safety:** (item taken first with Matt Burke, author of the policy, present): This policy had been completely rewritten following the allocation of responsibility to Matt Burke. The policy outlined the responsibilities of key college personnel as well as statutory responsibility of the Corporation. Governors debated the proposal for one of them to join the College's Health & Safety Committee and agreed it would be inappropriate based on the overall responsibility of the Corporation. It was felt that external expertise on the committee would be invaluable and if necessary that could be through co-opting a governor with the relevant skill set.

- Fees: the policy outlined the fess structure for the 2018/19 academic year with amendment including reference to low wage earners and apprenticeship levy payers
- Financial Regulations: minor amendments were included in the policy for 2018/19
- Equality Policy: minor amendments were included in the policy for 2018/19
- Travel & Subsistence Policy: the important change within this policy was the reduction of the mileage rate from 40p to 30p which had already been approved by the Unions. Mike Southworth asked about staff reaction to the reduction and was advised that the rate had been tested against other colleges and that most staff used the 8 college cars for travel thus reducing the need for mileage claims.

The Board RESOLVED to:

1. Approve the health and safety policy with agreed amendments
2. Approve the fees policy
3. Approve the financial regulations
4. Approve the Travel & Subsistence policy

1838 **Management Accounts**

The Director of Finance & Resources presented the management accounts to the end of May 2018, identifying the key risks and opportunities. The operating surplus had been affected by a reduction in tuition fees. Targets for apprenticeship income were being closely monitored along with the cash position which was being impacted by discrepancies in ESFA payments that were being investigated.

The Board reviewed the management accounts and performance indicators along with the balance sheet and income & expenditure statements noting the discussion under 1833 above.

The Board RESOLVED to:

1. Note the financial position

1839 **Capital Budget 2018/19**

The Director of Finance & Resources presented the capital strategy going forward based on known current requirements and longer term projects. One major project, the training kitchen refurbishment, would be dependent on the outcome of a LEP capital bid with additional funding already secured via the Savoy Trust. A limited budget of £50k had been allocated to capital spend for 2018/19 to support the need to build cash reserves but with a plan to increase the amount to £200k in 2019/20 and £300k in 2020/21. Priority for spend will be based on student experience, health & safety, essential maintenance, cost reduction and economic strategy. The paper listed a number of key priority projects including the requirement for a wet room with disabled facilities for a student starting in September.

IT networking and resource requirements were identified across an eight year resource plan along with refurbishment of areas that have not received capital update funding such as motor vehicle.

Governors debated the capital budget expressing approval of this paper as a starting point but requesting that further work be done to link the capital strategy to future and longer term developments that would be included in the overall college strategic plan. The Principal confirmed that development of kitchen 201 would be on hold until the outcome of the LEP capital funding bid was known. Eve Martin questioned the necessity of creating a wet room as a reasonable adjustment but was advised that it was essential the work was carried out with costs reduced significantly by utilising the College's Estates Team to carry out the work.

The Board RESOLVED to:

1. Approve the capital budget for 2018/19
2. Request that further development on a capital strategy is completed

1840 **Kendal Museum Update**

The Principal provided an update on negotiations with South Lakeland District Council and Kendal Town Council to progress to the next stage in formalising a new management agreement and lease. It was reported that SLDC had agreed in principle to a new 10 year management agreement and that development of identified areas for teaching could commence. Capital funding of £80k plus an annual fee of £30k to run the museum had been proposed. Governors were provided with a link to key documents presented at the SLDC cabinet meeting for further reference.

Pat McIver asked about the incubator units that were part of a Kendal Futures grant a few years ago and was advised that it had been raised with the Futures Board and other proposals for location had been made.

Eve Martin sought assurance that the plans would not incur additional running costs and was advised by Louise Shrapnel that the fee would be sufficient.

The Board RESOLVED to:

1. Note the progress and agree that the College proceeds with the work
2. Engage an independent surveyor to check for structural risks
3. Agree to the drawing up of a new lease and the payment of legal fees

1841 **Annual Reports**

- Complaints & Compliments – 14 formal complaints had been recorded and dealt with during the year but with no specific trends or concerns identified
- Safeguarding – reported on the processes undertaken within the college to manage and support the 53 incidences of safeguarding during the year
- Freedom of Information – 7 Fol requests had been processed during the year

The Board RESOLVED to:

1. Note the reports and taken assurance that college policies were being adhered to

1842 **College Insurance Policies**

The Director of Finance & Resources updated the Board on College insurance policies with savings based on a three year package with Zurich Insurance.

The Board RESOLVED to:

1. Accept the proposal for College insurance policies through Zurich

1843 **Appointment of Key Board Positions**

The Board was asked to nominate and vote for the positions of Chair and Vice Chair of the Corporation. Cath Dutton and Jon Thedham were unanimously voted into office for a further year.

1844 **Any other business**

Isaac Roach was thanked for his contribution as Student Governor and the Board wished him well for his future at Leeds College of Music.

Remuneration Committee – it was reported that the Committee had met prior to the Board meeting and had received notification of performance review and target setting of senior postholders.

1845 **Date of Next Meeting:** 19th September 2018