

**Meeting of Kendal College Corporation
Wednesday 19th September 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
Rebecca Sandham
Mike Southworth
Jon Thedham
Gordon Watson
(attendance 83%)

In attendance:

Maggie Cawthorn (Director of Curriculum & Quality)
Carole Drury (Director of Governance)
Richard Evans (Head of School)
Craig Owen (Director of College Information Services)
Louise Shrapnel (Director of Finance & Resources)

1846 **Apologies for Absence**

Michelle Clement (Staff Governor), Amanda O'Brien

The Chair informed the Board that Emily Harris had resigned from the Board for personal reasons and it was noted that her contribution would be missed. The Chair confirmed that she would be meeting with Emily to discuss the role.

1847 **Declaration of Interests**

There were no declaration of interests not noted in the register

1848 **To approve the minutes of the meeting held on 11th July 2018**

The minutes of the meeting of 11th July 2018 were approved and signed by the Chair as an accurate record

1849 **Matters Arising from the Minutes & Action Plan**

1816 Sessions with the Director of Finance & Resources to be booked directly at a time to suit governors

1819 Governors were advised how they could support the observation process, especially where they had industry expertise. Joining a session would support their understanding of the robustness of the process

1833 (a) The outcome of the partnership bid for the maths programme was not known

(b) An invitation for the curriculum planning meeting would be issued later this term

1837 Updates to the Health & Safety policy were confirmed

1850 **Principal's Report**

The Principal's report provided a summary of key contract performance including recruitment areas of decline and growth. Initial outturn position in respect of funding was reported along with notification of the next ESFA Intervention Team visit on 30th October. Mike Southworth asked about trends in recruitment with some expected reduction eg hair and beauty but with

science recruitment increasing. It was reported that it was too early to identify trends. Concerns were raised over hospitality full time recruitment and the floor space allocated to this locally-important curriculum area but it was reported that apprenticeship numbers had increased. Richard Evans reported on a growth in level 3 provision.

The report also outlined recent meetings with external organisations including an update on the collaboration talks with Lancaster & Morecambe and Craven Colleges with three potential projects identified. The Principal confirmed that the projects would align to the terms of reference and provide an effective way of collaborating that would give value to the College such as joint CPD for staff, sharing of expertise and looking at ways of expanding into new areas.

In respect of Student Outcomes, the report summarised the recently-published A level and GCSE success rates that had previously been circulated to governors. Information on an expected pay dispute with the University & College Union (UCU) was provided with the next meeting scheduled for October. Mike Southworth suggested that the 100% A*-E grades at A level should be a bigger headline for promoting the success of the college.

An update position in respect of the CITB (Construction Industry Training Board) contract was provided following that organisations failure to gain an ESFA funding contract for the delivery of non-levy construction apprenticeships. The impact on the College was expected to be £140k and 12-20 apprentices but the Principal reported that proposals were being worked on to produce a solution that would allow the work to continue.

The Principal advised governors of the departure of Head of School, Robert Marshall-Slater, to take up post of campus director at Newton Rigg College. A draft organisation chart was included in the paper that had gone out to consultation (see AoB confidential item)

Closure of KPIs for 2017/18: The data dashboard provided the position as at the end of July 2018 in respect of key performance indicators with commentary where performance was below target. In respect of curriculum performance, overall attendance was just below target at 89% but best case achievement rates were expected to be 5% above target at 92%. Apprenticeship achievement rates were below target due to non-completion of functional skills before the end of July. In respect of maths and English, attendance rates had been below target but achievement rates ahead of target as previously reported.

Some financial KPIs remained a concern but pay as a percentage of income was good at 61% and there was no reported risk to breach of covenant with the rate reported at 28%. The total financial health score was reported as being 10 lower than target at the top end of satisfactory. Apprenticeship income remained a concern with initiatives in place to reduce the funding gap through seeking additional funding for achievements and additional support.

Rebecca Sandham raised a concern over the differences between teaching and support staff sickness levels and Pat McIver expressed surprise at the sickness levels when compared to industry standards and asked how they compared with the sector overall. The Principal advised that benchmarking data would be available in February and that the College would seek to be better than benchmark with figures impacted by a few instances of long term sickness.

Proposed KPIs for 2018/19: the Principal presented his proposals for new KPIs for the year and a new structure for reporting them. Performance measures would include student performance, staff observations, achievement rates and completion of appraisals. Mike Southworth requested that reporting including the percentage of students who were performing above and below target with minimum expectation as well as stretch targets. Jon Thedham asked that progression and destination targets be included and all agreed that learner progress was the most important measure.

The Principal advised that a new schedule of reporting to board meetings was being drawn up and key reporting against targets would be included eg with termly reports. Gordon Watson requested that explanatory notes sometimes needed to be included for example to explain timely completion rates for apprentices.

Draft KPI report going forward: an example report was provided showing how performance would be reported on a monthly basis using a traffic light system and was approved by governors.

The Board RESOLVED to:

1. Receive the Principals report noting progress against KPIs for 2017/18
2. Accept the draft KPIs for 2018/19 with agreed additions
3. Accept the reporting structure noting that a new schedule for reporting had been drawn up

1851 **Strategic Focus – A level provision**

Following a request from the Board as part of its drive towards growth, a paper on the current position in respect of A levels was presented including reasons for introduction in 2016-17, current demand, recruitment patterns, learner satisfaction and costs. Full details of outcomes for 2016/17 and 2017/18 were provided. The Principal and his team recommended continuation of the programmes until at least 2020.

The quality of the programme was discussed in depth with questions asked as to the experience students received when taught in very small groups. The overall number of students had remained small when compared with the numbers in local sixth forms. It was confirmed that the subject offer had been based around local demand. Promotion of the provision had been limited from the outset to ensure a positive relationship with local schools remained but it was felt that the opportunity to broaden marketing was now possible.

Pat McIver was supportive of the proposal but felt he wanted to see a more exciting proposal. However, the Principal stated that this was just the start of the review and the next stage would be to agree the strategy going forward to include marketing and working with schools.

Mike Southworth asked about A level value added data and a paper was tabled showing the excellent score of 0.33 which compared very favourably with other local providers and high performing colleges. The value added score provided an average measure of success over and above what would be expected from each student based on their GCSE results. Eve Martin asked about the impact of the AS grade on A2 outcomes and Richard Evans explained that students do better at A2 than their AS grades suggest but that the AS is a good exit award for students who may leave after one year.

Mike also suggested that this strategic review of A level provision could be used as a model of how to review all provision in college and to support future strategic investment. He would want to see how the different factors would be taken into account that included some work on the quality experience of students studying in small groups. The Principal stated that today was the start of the process to seek approval to continue with more work to be done in phase 2 to establish a growth strategy that would include targeting schools without sixth forms. Gordon Watson was interested in what the student experience was like and whether class sizes were right for appropriate levels of debate eg in sociology. Richard Evans provided some insight into the student experience that included form time and directed study time with a move towards structured academic monitoring. Gordon Watson also questioned the previous strategy of not seeking to alienate the schools through aggressive marketing and was advised that the new branding for KC Sixth would be further explored at the strategy day.

The Board RESOLVED to:

1. Accept the recommendation to continue with A level provision

1852 **Teaching, Learning & Assessment report (Director of Curriculum & Quality)**

1. Early enrolment report: enrolment statistics for new year one and returning students were provided for each curriculum department with variance against curriculum plan target and previous year's recruitment. Overall figures to date showed an 83% conversion of applications to enrolment and it was reported that the College had recruited 70 students more than last year although this figure would not be confirmed until the 6-week census had been completed. In respect of returning students, the figure presented as 16 lower than expected at 317.

Eve Martin asked if the reported recruitment reduction in the area of Performance & Production Arts would have an impact on the museum space development but was advised that the additional space was required for performing arts rather than technical programmes.

Maggie Cawthorn reported on the increase in the number of 15 year olds accessing provision at the College with 16 young people recruited to motor vehicle, multi-trade, plumbing and catering courses.

2. GCSE maths and English: full outcomes of the recent GCSE English and Maths exams were presented showing significant increases in outcomes over the previous year particularly in English grades for 16-18 year olds. Governors congratulated the teams on their achievements bearing in mind that, two years previously, there had been significant concerns raised about this provision, asking that the Principal formally passed on the thanks of the Board.

The Board RESOLVED to:

1. Receive the teaching, learning & assessment report
2. Congratulate maths and English teaching teams for their improved success rates

1853 **Finance & Funding (Director of Finance & Resources)**

Financial Outturn Preliminary report: with the external audit not taking place until week commencing 29th October, the estimated year end position was likely to be a cash deficit of £64k. The reason for this was explained as being linked to expected apprenticeship funding not being paid in 2017/18, delayed until 2018/19. The pension deficit was reported to have fallen by £500k which in turn would improve the year end net asset position.

It was reported that there was an improved position in respect of pay costs and that overall it was expected that the financial outturn would be a small deficit position. An updated position would be circulated to members in mid-October.

The Board RESOLVED to:

1. Note the position
2. Receive an update position in mid-October

1854 **Personnel (Director of Finance & Resources)**

1. Annual HR report: the annual report provided a range of statistical and comparative data in respect of staffing including headcount, sickness days lost and staff age profile. Long term sickness had reduced but short term had increased to an average of 4.12 days lost per employee. The report included references to case work carried out by the Personnel team and included referrals to occupational health. Recruitment statistics were included with the department handling 264 applications for 52 different posts leading to 49 new staff being recruited during the year.

The report also covered employee relations with UCU and projects set out for 2018/19.

Zaeed Mohammed asked about management of long term sickness in staff and was advised that the policy was effective with earlier referral to occupational health which provided advice on adjustments and recovery time. Eve Martin asked about dismissal of such staff and was advised that two staff have been dismissed in the last 10 years but that the College was now adopting a more structured approach.

Eve Martin also asked about an equality profile of staff but was advised that little relevant data was captured via the current HR system. She asked that more information eg on fair recruitment practices be included in future reports. It was noted that the annual monitoring of the pay gap report was available on the website, having been considered at a previous corporation meeting.

2. Well-being Policy: a draft policy was presented for consideration with the aim of establishing a whole College approach to the promotion of health and wellbeing to create a positive culture in a safe, healthy and balanced work environment, in line with the College's statutory responsibilities under the Health & Safety at Work Act and other relevant legislation. Louise Shrapnel had also been working with Amanda O'Brien and NHS staff to support the project. Responsibilities of staff, personnel and line managers were identified within the policy along with a range of initiatives to support health and wellbeing. The effectiveness of the policy would be reviewed monthly through reporting to the College's Senior Leadership Team.
3. Awards & rewards scheme: this new scheme was aimed at providing the College with a means of recognising exemplary work and creating a culture of staff feeling valued and appreciated. The non-contractual scheme would utilise the College's PeopleHR system to allow managers to award "badges" to staff.

The Board RESOLVED to:

1. Receive the annual personnel report
2. Note initiatives linked to health and wellbeing
3. Approve the draft policy

1855 **Governance**

1. Performance review update: the Corporation Chair provided an update on governor performance reviews
2. Governor update: an update on recent resignations and potential appointments was given by the Chair to be further considered at the next Search & Governance Committee in October. Student governor applications were being received with a deadline of 5th October.

1856 **Any other business**

At this point, staff governors and staff in attendance were asked to leave the meeting so that the Board could further consider the draft organisational structure presented by the Principal (see confidential minute)

1857 **Date of Next Meeting**: 7th November 2018