



## HUDDERSFIELD NEW COLLEGE FURTHER EDUCATION CORPORATION

Corporation Meeting held on Tuesday 27<sup>th</sup> March 2018 from 5.30pm

### Confirmed Minutes

**Present:** Ms L Summers (Chair), Mr J Dawson, Ms T Wright, Ms P McGuire, Ms R Drury, Ms L Swinden, Mr K Webb, Mr S Buckley, Mr A Nelson, , Ms A Thompson, Mr J Hood, Ms H Richards, Ms M Boryslawskyj and Ms A Williams (attendance: 88%)

**Clerk:** Mrs C Coupland

#### 1. Apologies for Absence/ Declaration of Interests

Apologies of absence were submitted by Ms K Fleming. Ms H Haigh remains on maternity leave.

There were no Declarations of Interest.

#### 2. Minutes from Meeting held on 14<sup>th</sup> December 2017

##### Resolved:

- That these be accepted as a true record of the meeting.

#### 3. Matters arising

##### Principals Report: Senior Leadership Team Re-Structuring:

Ms Summers reminded Governors that it had been agreed at the last meeting that the replacement for Mr Kennedy will not be a designated Senior Post Holder and that the majority view was to create two Vice Principal posts that were different but of equal seniority. This was endorsed by the working group that subsequently met on the 16<sup>th</sup> January 2018. The working group also determined that neither Vice Principal position would be appointed deputy responsibilities in the absence of the Principal. For short term cover the Principal will delegate deputy responsibilities for the period of absence to either Vice Principal and in the event of long term absence cover arrangements are to be determined by the Corporation according to what is most appropriate at the time..

Ms Summers informed the Corporation that the recruitment and selection process for the appointment of the Vice Principal Curriculum & Quality is being managed internally and that interviews are to take place on Wednesday 28<sup>th</sup> March 2018. A number of governors are involved in the selection process, in an advisory capacity.

Ms Summers informed those present that it was resolved by the Working Group that the position of 'Vice Principal Student Support and Guidance' was to be ring fenced to the current post holder as she already fulfils c80% of the substantive responsibilities

Ms Summers explained that a confirmatory discussion had taken place with Ms Ross to clarify the level of responsibility and accountability with the re-defined Vice Principal role and to identify any developmental needs and additional training which may be necessary / desirable with the new role responsibilities. The post is to be re-graded to be equivalent to the new Vice Principal Curriculum & Quality post.

Governors welcomed the update.

#### **4. Corporate Report**

Ms Williams presented the Senior Leadership Team report to the Corporation. A comprehensive update was provided on key areas of specific interest namely;

##### *School and College Performance Measure 2017.*

Ms Williams explained that the New Performance Measures were released on 26<sup>th</sup> January 2018 and that for the first time, the Performance table included measure of the performance of students described as disadvantaged. The headline figures show that despite a small decline in Student Progress scores for A level (0.13 to 0.10), progress on A Level remains in the top 20% nationally (Outstanding). However, the decline in Student Progress on Btec (0.67 to 0.56) places the College in the top 32% nationally (Good). Ms Williams explained that the College is looking to improve this to Top 20% for the 2018 Performance Measures. This means ensuring anyone with a GCSE score of 5.8 or above on a Btec qualification (of which we have a significant number because of Y Schemes in Science, Business and the Social Sciences and change of Study Programmes at the end of Year 12) achieves a D\*. These students have been identified for staff and are being challenged and supported to do this.

From these Performance Measures excellent progress is being made by disadvantaged students at the College at advanced level; better than their peers on A level and the same on Btec. The outstanding performance in these measures is on GCSE Maths and English where student progress here is genuinely amongst the best nationally.

Governors were also made aware that the key performance indicators around retention and year 12/13 progression will not be available until later this month. It was agreed that the retention data with analysis will be brought to the next Corporation meeting.

##### *Progress Monitoring: Progress Point 4.*

Ms Williams explained that the analysis of data at Progress Point 4 (Feb 2018) suggests that the college is still on track to achieve the high level performance targets for 2018, as detailed in the College's Strategic Plan, and thereby to maintain at least this Top 20%/Top 32% position for advanced level progress. It was noted that the only area of concern at the high level is predictions for GCSE high grades 4-9. Governors accepted that with new specifications in both GCSE English and Maths, these are the most difficult predictions to make this year, as there is no precedent for grade boundaries and therefore final results. The Corporation welcomed the opportunity to review the College's 'indicative performance' at this point of the year and were satisfied that points to

note within the data set had been identified with contributing courses documented within an 'in year watch list' for the Senior Leadership Team to ensure necessary intervention strategies are being implemented.

#### *Destination of College Leavers 2017*

Ms Williams explained to Governors that the Destination data again shows positive destinations in line with last year at 94%. Of particular note is that progression to Higher Education is 2.49% up on the previous year. Ms Williams explained that the decline in internal progression between Levels 1 to 2 and 2 to 3 were due to the college's progression and expectations criteria being applied more effectively to the college's progression processes. Governors were satisfied that the college had maintained its objective of inclusivity, students with very poor records were not offered progression routes at college but had been supported to secure positive progression elsewhere.

#### **Resolved:**

- **That the reports be received**
- **For retention data with analysis to be presented at the next Corporation meeting.**

#### **5. Quality Improvement Plan (QIP) : Mid Year Review**

Ms Williams presented a comprehensive and robust review of progress in delivering the Quality Improvement and Development Plan. The report indicated an evaluation of the progress being made on the targets identified for improvement in the QIP. Governors took this opportunity to review the headline quality improvement measures being taken by the College to ensure the best possible student outcomes. Governors were particularly interested in the progress made to date by courses which were specifically flagged as requiring improvement within the Quality Improvement Plan.

Ms Williams confirmed that the Senior Leadership Team are currently agreeing with HODs extra sessions for students, prioritising those on second year A Level, for catch up having lost 4 teaching days to snow and closure. The college are running a series of Easter Revision Workshops and underperforming students are to also attend compulsory 'Focus on the Finish' revision sessions. Cross College exam support for students is also to be launched after Easter in preparation for the June series and this includes time management planning, stress management techniques including meditation and revision aids.

Ms Williams advised Governors that to support college improvement initiatives two staff members are currently undertaking separate action research projects into the Teacher Performance Management System and the Teaching Learning Assessment reviews. Governors expressed interest in hearing the outcomes of the research projects and asked for the findings to be presented to them at a future meeting. It was agreed for the Clerk to organise this.

Matters arising in-year were also clearly indicated within the report, explanations were also given on how they had informed priorities (and issues) for action in terms of in-year remedial actions and planning for improvements for the next academic year:

- **Notable Achievements :**

Governors were reminded that the College had been shortlisted for the second year running for the TES Sixth Form College of the Year Award. The College was again recognised as the 'Number 1 organisation in the UK for EDI by the National Centre for Diversity and that the College has been shortlisted for the second year running for Pearson's Btec College of the Year.

- **Curriculum Developments:**

As advised at the Strategy Meeting the college has been allocated £125,000 to help develop its employer engagement in advance of the new T Levels. T- Level development is the government's main priority to 2022.

Ms Williams reminded Governors that Linear A level phasing is drawing to a conclusion with outcomes in Summer 2019 being wholly linear ones for the college's A level offer. As noted in previous executive reports and discussions at Corporation level, the phased move to linearity to 2019 means that comparison of the A Level success rate in 2018 with previous years is insecure. 2019 will therefore provide the secure baseline for comparison of A Level success rates going forward.

Governors were advised that the current Btec qualifications (100% coursework) can be offered to students in both 2018 and 2019. With the 3 year certification rule for Btec qualifications, this means that Btecs in their current format will be around until 2022. Governors noted that this is exactly the time the government intend all T Levels to be developed and open to all providers to deliver. The future of Btecs after 2022 therefore remains uncertain and is closely linked to the development of T Levels.

- **Planning for the future to 2019**

The changing demographic, the changing local landscape, changing recruitment patterns and new government policy initiatives, especially around T Levels, have been considered fully by SLT and Governors, as illustrated by the earlier discussions had at the Strategy Meeting and these considerations have informed the short term capital developments planned for 2018 and 2019. Ms Williams also informed the Corporation that the college is yet to hear as to whether application for Teaching School Status has been successful. (Application was submitted in December 2017).

The Corporation was satisfied with the progress to date and endorsed the priority actions being taken. Governors applauded the interesting approaches taken by staff to continue to engage and motivate students.

**Resolved:**

- **That the report be received**
- **For the Clerk to liaise with relevant staff to organise the presentations of the action research projects at a future Corporation meeting**

## **6. Search & Governance Committee. (Meeting held on 5<sup>th</sup> March 2018)**

Ms Summers briefed Governors on the business of the Search & Governance Committee. The Corporation's attention was drawn to the supporting stakeholder mapping and engagement paper. Ms Summers explained that the committee welcomed wider governor input on identifying any other stakeholder groups omitted from the initial analysis. Governors were of the opinion that the analysis

was comprehensive and as intended would now allow for better informed stakeholder prioritisation and engagement methods to be determined for each group.

The Corporation ratified the Link Governor appointments. Mr Uppal was also reappointed to continue to serve as a co-opted member of the Audit Committee.

Ms Summers advised Governors that the Committee had considered the draft appraisal report on Governance from Tiaa (the College's Internal Auditors) in advance of it being presented to the Audit Committee. Governors were satisfied to note that substantial assurance had been assigned to the audit with the overall conclusion being that the college has appropriate controls in place to facilitate the effective operation of the Corporation, Committees and Senior Leadership Team. No action points or operational effectiveness matters were identified.

**Resolved:**

- **To receive the Minutes**
- **For Mr Nav Uppal to be re-appointed as a Co-Opted Member of the Audit Committee as of 7th January 2019 for a period of up to 4 years (term of office to expire at the end of the Autumn Term 2023).**
- **For Ms Kate Fleming to be appointed as SEND Link Governor as of 4th September 2017 for a period of up to 2 years (term of office to expire at the end of the summer term 2019)**
- **For Ms Hannah Haigh to be appointed as EDI Link Governor as of 3rd September 2018 for a period of up to 2 years (term of office to expire at the end of the summer term 2020)**
- **For Ms Til Wright to be appointed as Safeguarding Link Governor as of 3rd January 2018 for a period of up to 3 years (term of office to expire at the end of the summer term 2021).**

## **7. Finance & Resources Committee (Meeting held on 12<sup>th</sup> March 2018)**

Mr Dawson informed Governors on the business of the Finance and Resources Committee.

Mr Dawson explained that the Committee had proposed the financial parameters for the full period of 2018 - 2020; however in light of the discussions had today at the Strategy Meeting; the Senior Leadership Team have now requested time for Mr Shaw to present a revised forecast and financial model based on 2411 students rather than 2500 for the year 2019 onwards.

The Corporation agreed that the Senior Leadership Team's request for additional time for remodelling was sensible given the very recent strategic discussions. It was agreed for Mr Shaw to present his findings at the next Finance and Resources committee meeting. All governors were in agreement however that the proposed financial parameters are to be maintained for the period 2018-19.

Mr Dawson explained to the Corporation that the Committee is in support of the capital developments proposed by the Senior Leadership, as presented earlier at the strategy meeting.

Mr Dawson advised Governors that budget costs are £500k for September 2018, split between 2017-18 and 2018-19 financial years, together with £100k costs for the social spaces to be funded through the catering function re-tender for August 2018, and £100k costs for September 2019. Mr Dawson referred back to the Minutes to advise the Corporation that Mr Shaw had explained that the cost of the project would have a payback of 6 years.

Mr Dawson advised the Corporation that tender returns will be due back by the start of May for opening by Senior Leadership Team members in the presence of a Corporation member. Mr Dawson volunteered to be present at the tender opening, as Chair of F&R Committee, and the Corporation agreed to this.

Mr Dawson also explained that due to the tight timelines necessary to ensure all works are completed for the start of the academic year; elements of the capital project needs to commence during the half term break. The Corporation agreed it sensible for Mr Dawson to have the authority, on this occasion, to approve and appoint the contractor(s) on the corporation's behalf and to report back to the F&R committee at its next meeting.

**Resolved:**

- **That the Minutes be received.**
- **For Mr Shaw to present to the F&R Committee at its next meeting a revised forecast and financial model based on 2411 students rather than 2500 for the year 2019 onwards.**
- **That the recommended financial parameters be approved for the period 2018-19:**
  - **To just maintain 'Outstanding' financial health**
  - **To generate an Operating Surplus**
  - **To maintain Cash at above £2.1 million, but allow this to reduce to £1.4 million for agreed required potential major developments**
- **That Mr Dawson (Chair of the F&R Committee) is present for the tender opening and (on this one occasion only) is able to approve and appoint the contractor(s) on the corporation's behalf.**

**8. Audit Committee (Meeting held on 20<sup>th</sup> March 2018)**

Mr Nelson informed Governors on the business of the Audit Committee.

In particular, he drew members' attention to the Board Assurance Report which had been circulated to all Governors to provide assurance on the college's readiness for GDPR. The Corporation welcomed the update and shared the committees' views that the college's preparations and planned implementations are adequate to work towards securing compliance with legislation requirements. Governors were also satisfied that the College's project team were aware of potential risk areas via data mapping and gap analysis and had a detailed and robust plan that identified steps to be taken to address them. Mr Nelson advised the Corporation that both Auditors (internal and external representatives) had commended the college's thorough efforts to date in preparation for and planned management of GDPR requirements.

The Corporation took the opportunity to consider the proposed privacy notice for students – Governors' agreed that it would be prudent to ensure that all staff and students understand that safeguarding procedures remain paramount to student wellbeing as it does not require individual

consent to record and/or share concerns. It was agreed for Ms Wright , as Safeguarding Link Governor, to raise this at the next safeguarding meeting.

Mr Nelson confirmed that the committee had also undertaken a comprehensive mid-year review of each of the risks identified within the Board Assurance Framework and that the Committee was satisfied that the BAF continues to identify the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. The committee also agreed that risks continue to be prioritised using a consistent scoring system and that the Board Assurance Framework continues to provide an adequate and effective framework for risk management.

**Resolved:**

- **That the Minutes be received.**
- **That the Assurance Report for GDPR be received.**
- **For Ms Wright (Safeguarding Link Governor) to provide feedback at the next safeguarding Meeting .**

## **9. Any other Business**

**Student Governor:**

Ms Summers, on behalf of all Governors and the Senior Leadership Team, thanked Mr Buckley for his time served as a student governor. Mr Buckley's term of Office is to expire on 29<sup>th</sup> March 2018.

**Date of Next Corporation Meeting:**

Ms Summers explained that the next Corporation meeting was originally scheduled for 28<sup>th</sup> June 2018; however the SFCA Annual Conference is now to take place on this day. It is therefore necessary to move the meeting to week commencing 2<sup>nd</sup> July 2018. The Clerk will ascertain Governors availability and then confirm the re-arranged date by email.

## **10. Learner Impact Reflection**

The impact of discussions and scrutiny of the College's work in improving the outcomes and experience for all learners was considered and the following agreed:

**Resolved:**

- **Assurance that the College continues to remain an inclusive sixth form college and continues to successfully offer post 16 education opportunities to a diverse range of students.**
- **Assurance that the college is maintaining strong financial procedures to ensure funding is allocated to the most appropriate areas, to maximise the student learning, experience and outcomes in a reducing funding external environment.**
- **Ability to financially support all elements of the Strategic Plan for the College, potentially impacting on all areas of student learning, experience and outcome**
- **An informed Board of Governors is effective in its scrutiny, challenge and support of the senior leadership team thus ensuring positive outcomes and progress for all students  
To ensure that HNC continues to succeed and is able to continue to deliver a high quality of student outcome and experience**
- **The college seeks to use all available performance measures in order to support securing improvements to student success/progression.**

- **The most positive progression routes possible are vital to our students' life chances. Governors in supporting and challenging the College to maximise those progression opportunities are supporting the wellbeing of students in the widest possible terms.**
- **The Strategic Plan sets the ambition for the next 3 years and if the goals set are achieved these will ensure an excellent and enriched student experience at the college as well as the colleges long term viability to continue to serve young people.**
- **Assurance received that the college has adequate resources in place to maintain the good reputation of the college thus ensuring the sustained viability of the college.**
- **Scrutiny of management accounts and assurance testing ensure the sustained financial viability of the college. Ensures that HNC can financially support all elements of the strategic plan for the college, potentially impacting on all areas of student learning, experience and outcome**
- **By assuring the process for responding to the requirements of the GDPR, the college is able to minimise the potentially significant financial consequences. Minimising this risk to the financial health of the college ensures students are able to receive maximum benefit from college funding**

**11. Determination of confidentiality**

All supporting papers for the Board Assurance Framework are to be deemed confidential (supporting papers for agenda item 8)

**12. Date of next meeting: to be confirmed.**