

BARNSELEY COLLEGE BOARD OF GOVERNORS

MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS HELD ON TUESDAY 18 JULY 2017

PART I

PRESENT:

| | |
|--------------|-----------------------|
| N Bowen | Governor (Vice Chair) |
| S Brian | Governor |
| S Burkinshaw | Governor |
| K Dickinson | Governor |
| R Hooley | Governor (staff) |
| H Jaggar | Governor |
| C Moss | Governor |
| S Perryman | Governor |
| R Pourali | Governor |
| D Shepherd | Governor (to 17.137) |
| C Webb | Governor (Principal) |

IN ATTENDANCE:

| | |
|-----------|------------------------|
| A J Oaks | Clerk to the Board |
| Y Koursis | Deputy Principal |
| L Lawton | Vice Principal Finance |

Prior to the start of formal business a presentation was made to retiring Board member Gus McSkimming. The Chairman thanked Mr McSkimming for the significant and valued contribution he had made to the Board during his eight years as a member, which had seen the College improve significantly, through improved results, significant capital investment which had improved the whole of the College's estate, and the achievement of an Outstanding Ofsted grade. Mr McSkimming paid tribute to colleagues and to the senior team, for what had been an enormously interesting, challenging and enjoyable period of time. The Chair welcomed Mr McSkimming remaining in touch with the College in terms of alumni links. Mr McSkimming thanked everyone and left the meeting.

The Chairman welcomed Mrs Helen Jaggar to the meeting, whose appointment was to be ratified by the Board.

APOLOGIES FOR ABSENCE

17.103 Apologies for absence were received from T Abbott, G Beever, P Clarkson, C Partridge and S Turton.

DECLARATION OF INTERESTS

17.104 The Chair reminded members of the requirement to declare any financial or personal interests in the agenda items. Members reserved the right to declare interests should any arise during the course of the meeting. Declarations of interest were made by C Webb and Y Koursis in respect of Wellspring Academy Trust and by C Webb and K Dickinson as Directors of the subsidiaries.

MINUTES

Minutes of the meeting held on 16 May 2017 (Part I)

17.105 The Minutes of the meeting held on 16 May 2017 (Part I) were agreed as a true and accurate record and were signed by the Chair.

MATTERS ARISING

- 17.106 The Board received and noted the list of actions arising from previous meetings. With regard to the first action point the Clerk confirmed that Safeguarding training had been arranged for Governors on Monday 4 December 2017, to be delivered by the Safe and Equal Partnership.

H Jagger withdrew from the meeting at this point.

APPOINTMENTS

- 17.107 The Chair reported that following the last Governance and Search Committee, Mrs Jagger had been targeted directly with a view to her interest in joining the Board. The Chair was pleased that Mrs Jagger had subsequently applied for membership and he and the Principal had interviewed her together with the Clerk on 25 May 2017. The interview had been excellent, and the Governance and Search Committee had agreed to recommend Mrs Jagger's appointment to the Board, and to the Finance and Resources Committee. Members were provided with details of Mrs Jagger's skills and experience during her career for information. Due to Mrs Jagger's extensive experience of safeguarding and diversity matters, she had agreed to become the link governor for safeguarding.

RESOLVED 17.108.1 to appoint Mrs Helen Jagger as a member of the Board for a term of office of four years;

RESOLVED 17.108.2 to appoint Mrs Helen Jagger to the Finance & Resources Committee;

RESOLVED 17.108.3 that Mrs Helen Jagger will act as the link governor for Safeguarding.

H Jagger returned to the meeting and was congratulated on the appointment. Formal introductions were made. Mrs Jagger commented that she was extremely pleased to be joining the Board.

APPOINTMENT OF VICE CHAIR(S)

- 17.109 The Chair reported that following a request for nominations, Nick Bowen had been nominated to stand for a further term of office as Vice Chair. Following a vote by show of hands, the Board was unanimous in appointing N Bowen as Vice Chair. The Chair informed the Board that in respect of the vacancy for second Vice Chair, a nomination had been made which was being considered by the individual concerned. Should the individual wish to take this forward, the Board would be asked to vote on it at a future meeting.

RESOLVED 17.110 that Nick Bowen be appointed as Vice Chair to serve for a term of office of three years.

PRINCIPAL'S REPORT

- 17.111 The Board had received a report from the Principal prior to the meeting summarising key priorities for the College. The Principal made a presentation to the Board entitled 'Reflections of the year' which included reference to strategic items on the Board's agenda, such as the Vision, Purpose and values. The Principal stated that it had been a tough year for the College but with the continued commitment of staff he believed the College was in a stronger position going forwards. Governors were provided with details of various student achievements, celebrations and awards, some of which Governors had attended. The Principal was particularly proud to share the award presented to the College at the House of Commons as BTEC Apprenticeship Provider of the Year. The ceremony had been attended by the Vice Chair, Deputy Principal and the three Barnsley MPs. The award was a great accolade to the College and its reputation, nationally, regionally and locally. A short video to promote the work of the College which had been part of the presentation, was shown to

Governors. Governors who had been present at the recent staff and student awards agreed that the inspirational success stories that had been shared were very moving.

- 17.112 The Principal then referred to key events in Barnsley, such as the development of the Skills Village, and the excellent best practice visit from Ofsted for English and Maths which had led to promotion of the College nationally. In terms of data, the College had exceeded its EBITDA by c£800k, with a positive and improving trend showing in Apprenticeships. In respect of GCSE A-C passes the College now ranked 10th in the country, and was 9th nationally for 16-19 achievement. The College had been ranked 4th nationally for Learner satisfaction which members agreed was an outstanding result.
- 17.113 The Principal paid tribute to his senior colleagues: to the VP Finance and VP Corporate services for shock proofing the College and ensuring the college invested wisely to achieve positive returns; to the VP Quality and Student Experience for the outstanding learner outcomes including English and maths; to the VP Funding, Data and Compliance for the continuing 3 year positive trend in numbers and funding and to the Principal of the Sixth Form College who had transformed the SFC in the last two years, giving him a sense of great pride. He paid particular thanks to the Deputy Principal, recognising that he had a challenging role both in terms of the nature of the job and in maintaining the College's impetus; he was also appreciative of the support provided by the Chair, Vice Chair and Clerk and for the valued contribution made by Board members. To conclude, he remarked that none of these achievements would be possible without the continued dedication of the College's outstanding and committed staff who worked tirelessly, going above and beyond to support both learners and peers which was at the heart of the College's core values.

The Report was noted and received.

VISION, PURPOSE AND VALUES

- 17.114 The Board was presented with the proposed Vision, Purpose and Values for adoption.

Vision: Transforming Lives;

Purpose: To ensure that all our students:

- have a great time,
- achieve their aims
- progress on to work or HE;

Values: Aspirational, Supportive, Caring, Respectful and Genuine.

The Principal stated that he had shared the new vision and values with staff at the recent summer BBQ where they had been positively received. It was his intention to embed the core values throughout the organisation, which he believed would be key to the future of the College. Governors were fully supportive of the vision, which had been developed in discussion at the strategic seminar, and to endorse the Purpose, Values and the three strategic pillars which would enable the Board to focus on performance at a strategic level. The new vision, purpose and values provided clarity that the college existed to serve its students, and by embedding the values into the college culture would serve to improve staff cohesion, morale and overall performance and outputs.

- 17.115 The Chair thanked the Principal for the presentation, stating that it was pleasing to hear the College was doing so well. He was particularly delighted with the learner satisfaction results and of the BTEC Apprenticeship provider of the year award. Acknowledging that the senior team was still transitioning following the departure of two senior members in recent months, he remarked that the report and presentation demonstrated the College continued to deliver tremendous results.
- 17.116 The Principal tabled the Strategic Plan brochure for information. Members were unanimous in endorsing it, agreeing that it was a powerful document that reflected the outcomes of the strategic seminar and was a reference point for staff and students. As a new Board member, H Jaggar commented that whilst she had not contributed to its development she believed it was sharp, focused and captured the essential helicopter view which was key for the Board.

RESOLVED 17.117.1 To approve the College's Vision, Purpose and Values:

STRATEGIC DEVELOPMENT PLAN/ BALANCED SCORECARD

- 17.118 The Board received a draft balanced scorecard for consideration which identified the strategic goals and KPIs within the three strategic themes of quality, sustainability and reputation. The Deputy Principal referred to the lengthy discussions that had taken place at the strategic seminar relating to mechanisms for measuring progress against KPIs and whether the strategic goals should be SMART. Recognising that Governors required a holistic overview, he had tried to meet all Governors' expectations. Views were sought on the concept. Members agreed that the number of KPIs in total were significant. H Jaggar observed that with 18 goals leading to over 100 measures, perhaps a higher level overview would allow greater scrutiny of the goals that were 'mission critical' to the Board in terms of achieving its strategic objectives. She added that she would consider the detailed score card presented to be more of a management tool. The Chair accepted this point, and explained that the scorecard was very much a work in progress.
- 17.119 S Brian referred to the current Committee structure, seeking clarification of how this might change the way the Committees worked given this had been a suggestion previously. Discussion took place with regard to monitoring each of the three themes, and members recognised that the purpose of monitoring at a strategic level was to allow all Board members to become fully engaged in monitoring progress against strategic objectives. Further to sharing of views it was agreed the new approach would take time to embed, and that in order for the Board to gain assurance over the performance measures, the detail may require some refinement over time. It was accepted that the Committees would continue to operate as before, until such time changes may be required to ensure the most appropriate governance arrangements were implemented going forwards.
- 17.120 The Vice Chair commented that he found the detailed KPIs in the scorecard very helpful as a starting point, and in terms of providing an example, referred to the strategic aims around the Sixth Form College, which, as link governor and Chair of Q&S Committee he was fully aware of. However, other governors who were not members of the Q&S Committee would now have a much more informed view. The Principal commented that as the scorecard developed and red rag rated areas were identified, it would allow members to seek further information from management as to the reasons. In addition, the measures may change to adapt to changing circumstances throughout the year, for example the introduction of T levels. The Chair agreed and emphasised that the model also helped SLT to work together more cohesively. H Jaggar was reassured by the Principal's comments that gave assurance to members they would have an opportunity to challenge management on matters that may need escalating to the Board. Members agreed that over time trends and areas for further scrutiny would be identified and that a review of the model in six months time would be useful. The Deputy Principal was thanked for the work undertaken in producing the balanced scorecard.

RESOLVED 17.121 To approve the Balanced Scorecard and performance measures.

COMMITTEE BUSINESS

Finance and Resources Committee business

- 17.122 The Chair of F&RC, K Dickinson, referred members to the Minutes of the meeting held on 4 July 2017 Part I, which had been circulated previously. Hard copies were tabled for members' information. The Committee had considered several key items of business and had made several recommendations for Board approval. In terms of the Management Accounts, following a governors' question on the improved EBITDA and how it was achieved, the Principal provided details. He also updated members in relation to the restructuring in the Construction department.

17.123 The Chair of F&R declared her interest as Chair of the subsidiaries. In order to allow the Board to fulfil its statutory duty for oversight of the College's subsidiaries, the F&RC had received a report on subsidiary performance from the VP Finance, together with copies of the Minutes of the most recent Board meetings, which had also been provided to the Board for their consideration. The Chair of F&RC drew attention to the vacancies on the subsidiary Boards which would need to be filled in due course.

17.124 The Chair of F&RC had also drawn F&RC members' attention to a new training package that had been developed primarily for members of Finance Committees, but would also be of interest to all Board members to support them become more effective in their role, leading constructive challenge and scrutiny of financial and commercial aspects of investment decisions. The Board considered the recommendations and:

RESOLVED 17.124.1 To approve the Memoranda of Understanding between the College and its subsidiaries;

RESOLVED 17.124.2 That procurement for a new MIS system may proceed at a cost of £150k, with the College awarding the Contract to the preferred supplier;

RESOLVED 17.124.3 That procurement for the purchase of Core and Edge network components may proceed at a cost of £300k, with the College awarding the contract to the preferred supplier.

17.125 The Chair proposed the Board consider the Budget and Financial Plan at this point in the meeting. Due to commercial sensitivities contained within the Budget and Financial plan, the Report and papers pertaining to this item were included in the Part II (confidential) Agenda. The Board Minutes relating to this item are therefore recorded in Part IIA of the meeting and will remain confidential for a period of time in accordance with the Board's rules on confidentiality.

BUDGET AND FINANCIAL PLAN

17.126 Confidential.

AUDIT COMMITTEE BUSINESS

17.127 In the absence of the Chair of Audit Committee, D Shepherd summarised the business conducted by the Audit Committee at its meeting on 19 June 2017. The Minutes had been circulated to Board members prior to the meeting. The Committee had been particularly pleased to learn through an audit review of IT/ILT that there had been significant improvements in this area, derived from speaking directly with students and staff.

17.128 D Shepherd referred to the Committee's recommendation for the Board to approve the Annual Internal Audit Plan for 2017/18. The Committee had discussed the Plan at length, which totalled 50 days and covered risk based and non risk based areas. Several observations and comments with regard to the proposed audit work had been made at Committee level, where it was suggested that four days allocated to a review of inspection readiness be removed in favour of a review of IT and cyber security. The Committee believed that four days for inspection readiness would not give sufficient benefit to the College and that it would be more productive for educationalists to undertake such work. Further to the meeting, following discussion between the Deputy Principal and ICCA, the Internal Audit Plan had been revised and agreed by Audit Committee members and was presented for approval.

17.129 The Vice Chair asked the staff and student members for their view of improvements around IT. S Burkinshaw stated that being a student for five years attending college, he had evidenced the improvements. R Hooley commented that as a member of staff he had also evidenced improvements, but he was not certain that all students within his department recognised the changes. D Shepherd emphasised that the Committee had challenged the Deputy Principal and VP Funding, Data and Compliance quite rigorously on this aspect of the

report given previous concerns Governors had had around IT and the results clearly showed the evidence of improvement. The Chair stated that this was very encouraging. K Dickinson made an observation around the balance between risk based and non-risk based reviews, noting that only 13 days were allocated to risk based reviews. The Deputy Principal explained that this was mainly due to the reviews being cyclical in nature therefore other risk areas would be covered during the life of the Plan.

- 17.130 The Chair of Audit had indicated to the Committee that she was keen for the Plan to include some days for governance and risk, which the Deputy Principal had suggested whilst not currently included, may be possible during the year. The Committee would follow this up.

RESOLVED 17.131 To approve the Annual Internal Audit Plan for 2017/18.

QUALITY AND STANDARDS COMMITTEE BUSINESS

- 17.132 C Moss referred members to the Minutes of the meeting held on 27 June 2017 which he had Chaired in the absence of N Bowen. Summarising the business, he explained that the Committee had focused substantively on teaching, learning and assessment and HE matters, the discussion of which had been recorded in the Minutes. Management had been tasked with coming back to the Committee with options to improve teaching, learning and assessment within the college which may or may not include changes to the Lesson Observation Policy.
- 17.133 Considerable time had been spent discussing HE and the direction of travel. The Committee was interested in how the core characteristics of HE in Barnsley would develop over the next few years, and how it would help the economic external needs of the community in terms of employability. C Moss added that he was particularly keen to see the College's ambition around the TEF and strategy to achieve this. It was noted that the HEA review would result in some decisions being taken on the direction of travel. The Vice Chair reminded members that it was incumbent on all Governors to maintain a focus on teaching and learning by ensuring the College adopted robust practices and that it avoided introducing practices that may be perceived as being counter-productive.

The Minutes were received.

STUDENTS' UNION BUDGET

- 17.134 The Board received a report highlighting spend against the budget in 2016/17, which totalled £11,301.21 against a budget of £12,000. The SU were requesting a budget of £11,000 for 2017/18 which represented a significantly higher proportion of spend for promotion of the Students' Union and for learner engagement with societies. There would be less spend on events and significantly less on equipment in the coming year.

RESOLVED 17.135 To approve a budget of £11,000 for the Student's Union which would be factored into the College budget for 2017/18.

GOVERNOR / LEARNER ENGAGEMENT / LINK VISITS

- 17.136 Various visits by Governors had been undertaken in recent weeks. Paperwork relating to statutory link visits that had been undertaken by S Turton for SEN, and P Jagger for H&S, had been circulated previously. D Shepherd provided verbal feedback following his observation of an Enterprise Department performance review meeting. He had been impressed by the swiftness and effectiveness of the meeting and also the challenge and support given by SLT. He had found that there was an element of overlap with the work the College and BMBC were involved with, which he believed could benefit both organisations through some collaborative work.
- 17.137 R Pourali had met with the Principal of the Sixth Form College in relation to a statutory Equality and Diversity visit and had requested further national and/or regional benchmarked

data on achievement gaps be sourced to provide assurance to the Board that gaps were narrowing. The data had not been provided in time to report to the Board and in the light of communication difficulties the Clerk undertook to follow this up. R Pourali assured the Board that the College continued to work proactively to promote E&D and she believed it was crucial for management to provide the essential data to allow the Board to discharge its duty in this regard.

D Shepherd left the meeting.

CALENDAR OF MEETINGS 2017/18

17.138 The Board received the Calendar of meetings for 2017/18. The Clerk drew members' attention to the Special Board meeting that had been convened on 6 September to ratify the recommendation of the Selection panel in respect of the appointment of the Vice Principal Curriculum.

17.139 In addition, the Clerk referred members to the governance session with Dr Ron Hill taking place on 19 September, the meeting to discuss College results on 26 September, and the Safeguarding training session with an external facilitator on 4 December 2017 which would include reviewing some actual case studies within the college in the context of Governors' responsibilities in this area. The Chair commented that he was very much looking forward to the sessions.

ADDITIONAL REPORTS

17.140 The Board noted and received the following reports that had been appended for information: Principal's Good News report, iTrust Board report and the Wellspring Trust Board report.

DATE AND TIME OF FUTURE MEETINGS

17.141 The next formal Ordinary meeting of the Board would take place on Tuesday 17 October 2017 at 4.00 pm, with the Special Board meeting taking place on 6 September 2017.

R Pourali left the meeting.

End of Part I.

Signed _____ Chairman

Date _____