

## Meeting Minutes of the Board

*Held on Tuesday 17<sup>th</sup> July 2018 at 4.00 pm  
at Barnsley College, Old Mill Lane, Conference Suite (AG11A/B)*

<b>Present:</b>	<p>Simon Perryman (Chair)          Nick Bowen (Vice Chair)          Chris Webb (Principal and CEO)          Kay Dickinson (Governor)          Helen Jaggar (Governor)          Conor Moss (Governor)          Claire Partridge (Governor)          David Shepherd (Governor)          Simon Taylor (Governor)</p>
<b>In attendance:</b>	<p>Shazia Nazir (Clerk to the Board)          Yiannis Koursis (Deputy Principal)          Laila Lawton (Vice Principal – Finance)          Phil Briscoe (Vice Principal – Quality &amp; Student Experience)          Tony Johnson (Vice Principal – Corporate Services)          Vince Dalton (Vice Principal – Funding, Data and Compliance)          Jessica Lovatt (Learner Voice Advisor)          Sam Bentley (Newly elected Student Union President)</p>

### **PART A** – For Publishing

*A presentation took place before the meeting started, which related to a section under Part II of the minutes. Confidential minutes refer.*

## SECTION A – BUSINESS MATTERS

<b>B17/019</b>	<p><b>Quoracy</b></p> <p>The meeting was quorate.</p>
<b>B17/020</b>	<p><b>Apologies for Absence</b></p> <p>Apologies were received from:</p> <ul style="list-style-type: none"> <li>- Liz Leek (Vice Principal)</li> <li>- Peter Clarkson (Staff Governor)</li> <li>- Ross Hooley (Staff Governor)</li> <li>- Helen Jaggar (Governor)</li> <li>- Sara Turton (Governor)</li> <li>- Elizabeth Hodgson (HE Student Governor)</li> </ul>
<b>B17/021</b>	<p><b>Declarations of Interest</b></p> <p>David Shepherd declared his interest as an employee of Barnsley Council.</p>

	<p>Kay Dickinson and Chris Webb declared their interests as directors of Barnsley College Development Company Ltd.</p> <p>Connor Moss declared his interest as an employee of Sheffield Hallam University.</p>
B17/022	<p><b>Minutes of the last meetings on 22<sup>nd</sup> May 2018 (Part I)</b></p> <p>It was <b>RESOLVED</b> to approve the minutes as an accurate record.</p> <p>The minutes were signed by the Chair.</p>
B17/023	<p><b>Matters arising, including a list of actions from previous meetings.</b></p> <p>There were no matters arising.</p> <p>The Board considered the list of actions summarised and it was noted that:</p> <p>17.10.2017    <b><u>17.234; Compliments about the college</u></b> - to include compliments about the college in the annual complaints report.</p> <p>This item was not yet due and would be presented in October 2018.</p> <p>It was <b>RESOLVED</b> to leave this item open.</p> <p>20.03.2018    <b><u>18.07; Delivery of T-Levels</u></b> – board to receive detailed report at a future meeting regarding the colleges submission to adopt the first new T-Levels in early years, construction and digital.</p> <p>This was covered under item 9.3 of the agenda.</p> <p>It was <b>RESOLVED</b> to close this item.</p> <p>20.03.2018    <b><u>18.12; apprenticeships, frameworks to standards and curriculum profile</u></b> – management to present an infographic to the board at a future meeting to highlight the direction of travel.</p> <p>This was covered under item 9.2 of the agenda.</p> <p>It was <b>RESOLVED</b> to close this item.</p> <p>20.03.2018    <b><u>18.14; Balanced score card</u></b> – to include the position for every quarter on the balanced scorecard to allow board / committee members to identify and track movements.</p> <p>This item was not yet due and would be presented in the 2018/19 reporting cycle.</p> <p>It was <b>RESOLVED</b> to leave this item open.</p> <p>22.05.2018    <b><u>7; 2018/19 Scorecard</u></b> – final version to be presented for approval at the July 2018 board meeting.</p> <p>This was covered under 6 of the agenda.</p> <p>It was <b>RESOLVED</b> to close this item.</p>

	<p><b>22.05.2018</b>    <b><u>13; BAF Risk – protecting territory status</u></b> – discuss protection of tertiary status at future board meeting.</p> <p>This item would be covered at the September 2018 board meeting.</p> <p>It was <b>RESOLVED</b> to leave this item open.</p>
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## SECTION B – STRATEGY

<b>B17/024</b>	<p><b>Student Union Report (including 2017/18 expenditure and budget 2018/19)</b></p> <p><i>Jessica Lovatt (Learning Voice Advisor) and Sam Bentley joined the meeting.</i></p> <p>The new Student Union (SU) president, Sam Bentley was introduced. The summary of the range of activities was provided it was explained that the SU were slightly under budget this year on account of development training which did not take place.</p> <p>The SU requested £15k in 2018/19 to incorporate a broader events calendar and to encourage inclusion from UCB students, who are currently under-represented and promote student voice through SU panels. The creation of a new post would allow more work to be undertaken with HE students to promote their voice and ensure better communication. Events such as dress up days and day trips would be organised.</p> <p>In response to a question about the value of £5000 for 2 events, it was clarified the monies would include the creation of an additional role for focusing work with HE students, improved training and development including first aid for the student council.</p> <p>The board were supportive of initiatives to encourage greater student voice on the board, and articulating student concerns.</p> <p>It was <b>RESOLVED</b> to note the Student Union report.</p> <p>It was <b>RESOLVED</b> to approve the Student Union budget of £15k for 2018/19.</p> <p><i>Jessica Lovatt (Learning Voice Advisor) and Sam Bentley left the meeting.</i></p>
<b>B17/025</b>	<p><b>Principals Report</b></p> <p>Chris Webb alluded to the main items within his report, all of which were covered on the agenda for the meeting:</p> <ul style="list-style-type: none"> <li>• Governance changes – covered under agenda item 13 as part of governance structure recommendations.</li> <li>• Protecting the colleges tertiary system – covered under agenda item 17 as part of the board assurance framework. It was envisaged this would also be covered later in the year through one of the creative sessions.</li> <li>• Construction centre VAT - covered under agenda item 11.1 as part of the financial plans.</li> <li>• College growth – covered under agenda item 11.1 as part of the financial plans.</li> </ul> <p>There was a comment that discussions should take place about the environment the college were operating in and how Barnsley College could get the best out of tertiary systems. A governor commented that it was difficult to see how digital</p>

	<p>learning was threatening tertiary status and it was suggested this could be a theme to explore in one of the creative sessions.</p> <p>It was <b>RESOLVED</b> to note the Principals report.</p>
<b>B17/026</b>	<p><b>Monitoring of Strategic Goals</b></p> <p><b>6.1 Balance Scorecard to monitor progress against strategic goals.</b></p> <p>Yiannis Koursis drew the board's attention to the appendix to his report and highlighted the progress made in teaching, learning and assessment as well as in maths and English, for which a report had been received by the Quality &amp; Standards committee. Along with IT and ILT all these areas were now RAG rated green.</p> <p>It was <b>RESOLVED</b> to note the balance scorecard progress monitoring against the strategic goals information.</p> <p><b>6.2 Report on reputation pillar</b></p> <p>After analysis of the performance measures, the following had been RAG rated green:</p> <ul style="list-style-type: none"> <li>• Develop and protect the brand</li> <li>• Excellence in employer engagement</li> <li>• Recognised as an employer of choice</li> <li>• Excellence in stakeholder engagement</li> </ul> <p>It was <b>RESOLVED</b> to note the report on reputation pillar.</p> <p><b>6.2.1 Education Provider of Choice Report</b></p> <p>Being 'recognised as the education provider of choice' remained an area that was RAG rated amber. This was largely attributed to the NSS score which has a target of 75%, which the college hadn't quite reached along with its income targets. It was commented that there should be better measures in place. This was accepted as valid point, but it was requested that this should be 'parked' as there was an expectation that the results from the NSS survey were expected to improve in 2018/19.</p> <p>It was <b>RESOLVED</b> to note the education provider of choice report.</p>
<b>B17/027</b>	<p><b>Strategic Development Plan for 2018/19 (including balanced scorecard)</b></p> <p>Yiannis Koursis presented this item which he described as being almost finalised. A lengthy discussion took place arising from a strong concern that the importance of income and employers not being reflected in the plan, despite emphasis being placed on this. Senior leaders expressed the view the vision had not changed, and this had already been covered at length and to revisit the vision and purpose in year would present difficulties. The meeting was reminded that the plan was informed by the strategic seminar which governors attended January 2018.</p> <p>It was argued that it was unlikely to alter the scorecard very much and it was agreed the creative sessions was the correct forum to have detailed discussions and consider how the performance indicators could be adjusted and filtered through into next year's plan. Chris Webb added the discussions should also consider the purpose of the college which existed to serve the learners rather than to reward employers, but there was recognition of the need to balance the continuum. Yiannis Koursis encouraged governors to get involved with the business</p>

	<p>planning sessions to ensure plans reflected any concerns raised and realistically set the strategic direction.</p> <p>The Chair advised that the score card was a very helpful document which provided a framework for a clearer set of targets and to enable the board to assess whether the targets were being met. He added the deep dive / scrutiny groups would allow more in depth discussions. Senior leaders were supportive of a suggestion to create a high skills employment group.</p> <p>It was <b>RESOLVED</b> to approve the vision, purpose and values.</p> <p>It was <b>RESOLVED</b> to approve the strategic goals.</p> <p>It was <b>RESOLVED</b> to approve the performance measures.</p> <p>It was <b>RESOLVED</b> to approve the balance scorecard.</p>
<b>B17/028</b>	<p><b>HE Review Report</b></p> <p>Governors discussed the interim findings of the higher education review which the task and finish group reported. There were 6 key interim recommendations including:</p> <ul style="list-style-type: none"> <li>• Developing a HE plan to underpin all aspects of HE provision in the college with regard to curriculum direction of travel, quality, partnership arrangements and brand.</li> <li>• Initiate high level discussions on the brand image of level 4 and beyond provision in order to ensure greater clarity on the target markets and USP of such provision.</li> <li>• To utilise the current business planning process where programme approval takes place as a QAA “recognised programme approval panel”.</li> <li>• To review the provision of HE specific student services and to enhance the Student Union structure.</li> <li>• Putting in place more effective monitoring and action planning systems for the POLTS observation process in order to ensure greater consistency across the curriculum provision.</li> <li>• To maintain the newly introduced quality monitoring processes in order to ensure full and robust oversight by senior managers.</li> </ul> <p>Yiannis Koursis encouraged more governors to take part in the task and finish group. Connor Moss expressed interest in joining.</p> <p>It was <b>RESOLVED</b> to approve the framework for higher education provision.</p>
<b>B17/029</b>	<p><b>Curriculum</b></p> <p><b>9.1 Curriculum Plan 2018/19</b></p> <p>The chair introduced Yvonne Malpass, the Assistant Principal with responsibility for apprenticeships who introduced this item with Chris Webb. The presentation provided a strategic overview of the college’s current curriculum. It included statistics as regards the demographic of students including the age profile, types of qualifications and level and types of provision. An overview of growth of students by sector along with the 10 largest sectors at the college and the proportional dominance was explained. This included 17% of students studying health, public services and care, 17% in arts, media and publishing, whereas business, admin, law and finance made up 11%. It was questioned if the profile of the 10 largest sectors was driven by demand. It was confirmed that demand was driven by student need.</p>

A discussion took place and it was noted that there was a high proportion of families in Barnsley that had never been to university and for many students at the college they were the first to do so. Barriers to higher education continue to be significant and the importance of strategic discussions were stressed particularly in relation to changing attitudes.

The board was asked whether they required a 'deeper dive' into any specific curriculum area or department to assist strategic positioning of the educational character and mission of the college. An opportunity was provided for requesting further information on future trends, developments or reforms would be beneficial to them in supporting the shaping of the colleges strategic plan.

The presentation was described as fascinating and the board thanked Chris Webb for his presentation.

It was **RESOLVED** to note the curriculum plan 2018/19.

## **9.2 Apprenticeships – Frameworks to Standards & Curriculum Profile**

Yvonne Malpass summarised by informing the meeting that Barnsley College currently offered apprenticeships based on frameworks and standards, but government policy was progressing towards a purely based standards approach by 2020. She presented the view that this contradicted the needs of employers in Barnsley. She added the development of the intermediate apprenticeship standard had also been extremely slow, having a detrimental effect to the 16-18 recruitment nationally.

Governors discussed the report, and the changes dictated by national policy were described as being 'shambolic'. Yvonne Malpass agreed there had been various contradictory announcements at government level and the pace of change had been rapid. It was also noted there was opportunities available and the college were working with some of the largest employers including ASOS and Premdor, and they were keen to capitalise on the opportunities available. It was noted, some employers had not spent their apprenticeship levy, and Barnsley College were well placed to capitalise on this.

In response to a question on dealing with the challenges on how the college institutionally deal with a very agile market, Chris Webb advised that he favoured a collaborative approach rather than one that was competition focused.

It was **RESOLVED** to note the challenges in the sector and the apprenticeships framework to standards and curriculum profile information.

## **9.3 Development of T-Levels**

Chris Webb explained that Barnsley College were one of the few providers in the Sheffield region to be included on the list of early adopters out of 154 colleges nationally. The details of what T-Levels would look like was yet to emerge but the college were excited by the prospect of delivering them and were well placed to do so given their strengths in delivering at levels 2/3. It was also recognised that there would be challenges in delivering T-Levels.

Thanks was extended to the executive team for their time and effort in securing and preparing for T-Levels.

It was **RESOLVED** to note the information.

*Yvonne Malpass left the meeting.*

## SECTION C – COMMITTEE BUSINESS

B17/030	<p><b>Audit Committee Business</b></p> <p><b>10.1 Minutes of the Audit Committee meeting held on 19<sup>th</sup> June 2018 Part I.</b></p> <p>The Audit Committee Chair provided the meeting with an overview of discussions that took place at the last meeting. Member's attention was drawn to the internal audit reports which largely received a substantial assurance.</p> <p>It was <b>RESOLVED</b> to note the update provided.</p> <p>It was <b>RESOLVED</b> to note the minutes of the Audit committee meeting held on 19<sup>th</sup> June 2018 (Part I).</p> <p>It was <b>RESOLVED</b> to approve the annual internal audit plan 2018/19.</p> <p>It was <b>RESOLVED</b> to approve the external audit plan 2017/18.</p> <p>It was <b>RESOLVED</b> to approve the anti-fraud policy.</p> <p>It was <b>RESOLVED</b> to approve the fraud response plan.</p> <p>It was <b>RESOLVED</b> to approve the anti-bribery policy.</p> <p>It was <b>RESOLVED</b> to approve the whistleblowing policy.</p> <p><b>10.1 Minutes of the Audit Committee meeting held on 19<sup>th</sup> June 2018 Part II.</b></p> <p><i>Confidential minutes refer.</i></p>
B17/031	<p><b>Finance &amp; Resources Committee Business</b></p> <p><b>11.1 Minutes of the meeting held on 3<sup>rd</sup> July 2018 – Part I.</b></p> <p>The Chair of the finance and resources committee provided the meeting with a detailed overview, stating that items discussed included the sustainability pillar, balance scorecard and apprenticeships as well the college's subsidiary companies.</p> <p>The confidential minutes of the finance and resources meeting were discussed covered in the confidential part II of the meeting.</p> <p>Chris Webb advised that he would arrange for the management structure to be circulated to all governors.</p> <p>It was <b>RESOLVED</b> to note and approve the minutes of the Finance &amp; Resources committee (part I) meeting on 3<sup>rd</sup> July 2018.</p> <p>It was <b>RESOLVED</b> to note and approve the confidential minutes (part II) of the Finance &amp; Resources Committee meeting held on 3<sup>rd</sup> July 2018.</p> <p>It was <b>RESOLVED</b> to approve the student support policies.</p> <p>It was <b>RESOLVED</b> to approve the minor changes to the memorandum of understanding for the college's subsidiary companies, Barnsley College Development College Limited, Think Barnsley Ltd and its joint venture, iTrust.</p>

	<p><b>11.2 Budget 2018/19 and Financial Plan</b></p> <p>Discussions took place as part of confidential items.</p> <p><i>Confidential minutes refer.</i></p> <p>It was <b>RESOLVED</b> to approve the budget for 2018/19 as updated at the meeting.</p> <p>It was <b>RESOLVED</b> to approve the annual capital budget for 2018/19 of £1.7 million.</p> <p>It was <b>RESOLVED</b> to approve the financial plan to 2020/21.</p> <p>It was <b>RESOLVED</b> to approve the assessment of the financial health grade.</p> <p>It was <b>RESOLVED</b> to approve the sub-contracted activity of £589k.</p> <p>It was <b>RESOLVED</b> to update the ESFA financial health grade target to a point's value of 160 rather than the satisfactory grade (key financial targets).</p> <p>As discussed in part II of the confidential minutes;</p> <p>It was <b>RESOLVED</b> to approve the amendment letter for the Barclays Bank loan facility by executing as a deed by and affixing the corporation seal. This was signed by Chris Webb, Simon Perryman and Kay Dickinson.</p> <p>It was <b>RESOLVED</b> to approve the variation to the terms of the overdraft facility from Santander.</p>
B17/032	<p><b>Quality &amp; Standards Committee Business</b></p> <p><b>12.1 Minutes of the meeting held on 21<sup>st</sup> June 2018 – Part I.</b></p> <p>Nick Bowen summarised the main items from the meeting. The work and strong contribution of the Assistant Principal with responsibility for access to learning, Jacquie Brown was noted.</p> <p>Part II of the minutes were covered in the confidential minutes of the meeting. <i>Confidential minutes refer.</i></p> <p>It was <b>RESOLVED</b> to note the minutes of the quality and standards committee meeting held on 21<sup>st</sup> June 2018 (part I).</p>
B17/033	<p><b>Governance Task and Finish Group</b></p> <p><b>13.1 Minutes of the meetings held on 26<sup>th</sup> June 2018.</b></p> <p>The chair explained that governance task and finish group meeting had been productive and had worked hard to address the repetition of issues arising, which gave rise to the proposal to create deep drive/scrutiny groups and creative sessions. It was expected this would provide opportunities for better aligning of the agenda and stronger collaborative relationships between the executive and the board. The meeting had also discussed reaching agreements on a more collective basis, a better planned calendar of business, improved capability and skills audits and greater support for governors.</p> <p>The meeting expressed thanks to Maxine Bagshaw who had clerked for an interim period.</p>



	<p>It was <b>RESOLVED</b> to note the minutes of the Governance Task and Finish group meeting on 26<sup>th</sup> June 2018.</p> <p><b>13.2 Governance Structure Recommendations</b></p> <p>The chair drew the meetings attention to the paper on the governance structure recommendations. These included:</p> <ul style="list-style-type: none"> <li>• Board meetings would comprise a monitoring focus and creative sessions to consider strategy and direction.</li> <li>• More work to be undertaken on agenda setting in advance.</li> <li>• The governance and search committee would be merged with the remuneration committee.</li> <li>• The number of committees would be reduced and the finance and resources and quality and standards committee would no longer exist. The work of these committees would be subsumed with the business of the main board. This would enable all members to have a better understanding of these areas and to avoid duplication.</li> <li>• A more focused approach would allow more detailed work to be done within deep dive / scrutiny reviews including in growth and construction/engineering.</li> <li>• The audit committee would be retained as part of a statutory requirement.</li> <li>• Named governors would remain in place for safeguarding and prevent, equality and diversity, SEN and health and safety.</li> </ul> <p>Members stressed the importance of ensuring there was collaborative approach with the executive to ensure there was no over reporting as well as a stronger relationship. The meeting agreed it was important for everyone to have collective understanding of finance and quality aspects which previously only committee members possessed. The need for terms of reference for scrutiny / deep dive groups was also reiterated. It was questioned how nominations for these groups would be determined and the chair advised this had not yet been decided.</p> <p>The chair extended his thanks to the executive team for their work on improving governance at the college.</p> <p>It was <b>RESOLVED</b> to note the information and approve the governance structure from September 2018 and the recommendations.</p> <p>It was <b>RESOLVED</b> to approve the terms of reference for the governance committee.</p> <p>It was <b>RESOLVED</b> to approve membership of the governance committee as Simon Perryman, Nick Bowen, Helen Jaggar, Kay Dickinson, Simon Brian and Chris Webb (excluding remuneration matters).</p> <p>It was <b>RESOLVED</b> to approve the terms of reference for the audit committee.</p> <p>It was <b>RESOLVED</b> to approve membership of the audit committee as Clare Partridge, David Shepherd, Sara Turton, Simon Brian and Simon Taylor.</p> <p>It was <b>RESOLVED</b> to approve retaining Kay Dickinson and Chris Webb as directors of subsidiary companies Barnsley College Development Company Ltd and Think Barnsley Ltd.</p>
B17/034	<p><b>Old Mill Lane Task and Finish Group</b></p> <p><b>14.1 Minutes of the OML task and finish group meeting held on 14<sup>th</sup> May 2018 and 3<sup>rd</sup> July 2018</b></p>

	It was <b>RESOLVED</b> to note the minutes of the OML Task and Finish group meeting on 14 <sup>th</sup> May 2018.
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## SECTION D – CORPORATE

<b>B17/035</b>	<p><b>Skills Village – Success Measure Report</b></p> <p>This report was not presented at this meeting.</p> <p>It was <b>RESOLVED</b> to note the information.</p>
<b>B17/036</b>	<p><b>Board Assurance Framework</b></p> <p>The BAF had been updated as requested by the board. No new risks had been added but industrial action and ILT/IT risks had been removed as significant improvements had been made in these areas. This was on account of fewer concerns raised by students and governors had requested its removal from the balance scorecard for 2018/19.</p> <p>Protecting tertiary status was considered a key priority, as well as increasing income from apprenticeships, GCSE English and Maths, servicing of debt and financial stability, HE quality, GDPR and student recruitment.</p> <p>It was <b>RESOLVED</b> to note the board assurance framework.</p>

## SECTION D – PROCEDURAL

<b>B17/037</b>	<p><b>Feedback from Governor Link Visits</b></p> <p>The following link governor reports were received:</p> <ul style="list-style-type: none"> <li>• Sara Turton who has responsibility for SEN.</li> <li>• Helen Jaggar who has responsibility for safeguarding.</li> </ul> <p>It was <b>RESOLVED</b> to note the information.</p>
<b>B17/038</b>	<p><b>Calendar of Meetings 2018/19</b></p> <p>It was <b>RESOLVED</b> to approve the calendar for 2018/19 subject to some changes in the dates to allow the Clerk to take up fuller responsibilities which were due to come into effect from late November 2018.</p>
<b>B17/039</b>	<p><b>Appointment of the Chair</b></p> <p><i>Laila Lawton, Yiannis Koursis, Vince Dalton, Tony Johnson, Phil Briscoe and Simon Perryman left the meeting.</i></p> <p>Nick Bowen chaired the meeting for this item.</p> <p>The meeting was advised that no other governors had expressed an interest in taking on the chair position. It was proposed to re-appoint Simon Perryman to serve for a second term of office. The board unanimously agreed to re-appoint Simon Perryman to the board. It was noted that the appointment needed to ensure more robust and stronger management of conflicts of interests.</p>

	<p>It was <b>RESOLVED</b> to approve the re-appointment of Simon Perryman as the Chair of the board for a second term of office from September 2018.  <i>n Perryman re-joined the meeting.</i></p> <p>An additional vice chair was proposed within the membership structure, and the Chair confirmed he would be using the one to one discussions to raise the opportunity with potential candidates.</p> <p><i>Chris Webb left the meeting.</i></p>
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#### SECTION E – FOR INFORMATION

<b>B17/040</b>	<p>Dates and time of future meetings:</p> <p><u><b>2018/19</b></u></p> <p>Tuesday 16<sup>th</sup> October 2018 at 5.00pm [Venue TBC]</p>
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Part I of the meeting closed at 7.10pm

Part II of the meeting closed at 7.32pm.

Signed (Chair) \_\_\_\_\_ Dated \_\_\_\_\_  
 Simon Perryman

