

# Wakefield College Corporation

## Board of Governors

### Minutes of the Meeting held on 21 May 2019

**1 Present:** Paul Campbell ('**Chair**'), Emma Elvin, Karen Hands, Eunice Ma, Andrew McConnell, Debbie Moss, Ian Parsons, Andy Wallhead and Sam Wright

Clerk to the Corporation ('**Clerk**')

**In attendance:** Executive Director Finance and Resources, Executive Director Quality and Planning, Executive Director Human Resources and Organisational Development and Executive Director Student Experience and Student Support (until minute 8)

**Apologies:** Pariajeet Chahal, Julie Craig, Dmitry Fedotov, Patrycja Kopaczewska and Leanne O'Rourke.

### **2 Declarations of Interest**

The Chair noted that Andy Wallhead had an interest in Agenda Item 5(ii), Minutes of the Search Committee – 19 March 2019, in relation to his proposed reappointment as an external Governor of the Board and that he would not take part in the discussion, form part of the quorum or vote in relation to this matter.

### **3 Minutes of the Meeting Held on 2 April 2019**

#### **Resolved**

That the minutes of the meeting held on 2 April 2019 be approved.

### **4 Matters Arising**

4.1 On 4.3 (Matters Arising), the Chair noted that the Clerk had agreed to contact those Governors who had yet to complete the online safeguarding training. He noted that the Clerk had done so but that the training had still not been completed by all Governors. The Clerk was making alternative arrangements for Governors who had not completed the online modules.

4.2 On 4.10 (Matters Arising), the Chair noted that the Executive Director Human Resources and Organisational Development had agreed to report on negotiations with Trade Unions regarding the staff pay award. The Executive Director Human Resources and Organisational Development noted that negotiations were ongoing, that the Trade Unions were pushing for an improved pay offer and that another meeting had been scheduled for 26 June 2019. She noted that there had been no threat of strike action.

4.3 On 4.11 (Matters Arising), the Chair noted that the Clerk had agreed to provide Governors with a date for a tour of the Registry of Deeds. He noted that the tour

had taken place earlier that day and that Governors would give an update at Agenda Item 13.

- 4.4 On 6.1 (Student Update), the Chair noted that the Clerk had agreed to ask the Student Governors to report back regarding the results of the Students' Union election, at the next Board Meeting. He noted that the Student Governors could not attend but Arnold Tabor had been elected the first ever Castleford based President and that he would also be a Student Governor the following academic year. He noted that a second Student Governor had yet to be elected but the Head of Student Experience had confirmed elections for this position would take place in September or October 2019.
- 4.5 On 10.2(ii) (Property Update), the Chair noted that the Clerk had agreed to arrange for Governors to be shown around the Gissing building after their tour of the Registry of Deeds. He noted that the tour had taken place earlier that day and that Governors would give an update at Agenda Item 13.
- 4.6 On 11.1 (Draft Calendar of Meetings and Schedule of Business for 2019/20), the Chair noted that the Clerk had agreed to recirculate a finalised calendar of meetings to Governors including a date for the Governor Workshop and dinner. He noted that the Clerk was liaising with College staff and would circulate this shortly.
- 4.7 On 11.3 (Draft Calendar of Meetings and Schedule of Business for 2019/20), the Chair noted that the Clerk had agreed to make notes of the Quality Governor 'Refresher' Session available on the Governor Portal. He noted that the notes had been uploaded on 14 May 2019.
- 4.8 On 13.4 (Feedback from Governors Attending External Development Sessions), the Chair noted that the Clerk had agreed to send the updated Insolvency Regime documents to Governors which he had done on 5 April 2019.
- 4.9 On 13.4 (Feedback from Governors Attending External Development Sessions), the Chair noted that the Clerk had agreed to upload the notes of the Safeguarding training with the Education Adviser for the Safeguarding Board to the Governor portal. He noted that the notes had been uploaded on 14 May 2019.

## 5. Minutes of the Committees of the Board

### **(i) Audit Committee – 12 March 2019**

#### **Resolved**

That the minutes of the Audit Committee meeting held on 12 March 2019 be noted.

### **(ii) Search Committee – 19 March 2019**

- 5.1 The Clerk noted that it had been agreed by the Search Committee that the HR Strategy would be tabled for Governors to consider at the meeting. However, according to the Schedule of Business, the strategy was due to be considered in October. Governors agreed that the HR strategy would be considered by the Board at the October Board meeting.

## **Resolved**

That Andy Wallhead be reappointed as an external Governor of the Board for a further one year and that he be reappointed as a member of the Search Committee.

That the minutes of the Search Committee meeting held on 19 March 2019 be noted.

### **6. Core Strategic Item: Student Support**

6.1 The Executive Director Student Experience and Student Support gave an overview of the Student Support Services team highlighting the key responsibilities of each member.

6.2 The Executive Director Student Experience and Student Support noted that much work had been done on Student Support reporting and the dashboard to make sure that the right decisions were being made regarding the allocation of resources. She noted that financial support applications had slightly increased and that the service was being developed to identify applications by curriculum area and gender; that the counselling service was small but vital and that there had been a retention rate of 98% for those that had used the service in the previous academic year; that careers meetings had slightly increased with greater participation from females and that there were plans to capture 19 plus data; that Youth Worker meetings had significantly increased mainly in relation to emotional wellbeing needs; that Achievement Support meetings, which were mostly in response to attendance issues, were to be reformatted to help determine the causes of such problems; and that formal stage one interventions had increased due to an emphasis on early interventions resulting in fewer more serious disciplinaries.

6.3 The Executive Director Student Experience and Student Support noted that there were 471 Student Support Impact Group ('**SSIG**') students at the College. She explained that the SSIG was targeted at the College's most 'at risk' students and that its purpose was to make sure that the relevant services were properly coordinated. She noted that there appeared to be fewer SSIG students compared to the previous academic year, but this was because Formal Stage One students were no longer included in the figures. She explained that most referrals were from the WF2 and WF10 postcodes. She explained that the College had seen 71 referrals relating to issues concerning emotional wellbeing.

6.4 The Executive Director Student Experience and Student Support acknowledged the need to ensure that staff receive sufficient support in relation to their emotional wellbeing and mental health needs, to do their jobs effectively. She noted that the College's Safeguarding Lead receives supervision; that staff take advantage of the Safeguarding Network Forum, designed to share best practice and offer support; that Youth Workers were receiving supervision from the Youth Association; that most staff had attended Applied Suicide Intervention Skills Training; that staff had attended a development day with the Local Authority regarding community tensions; that all staff had booked on to training/sharing practice sessions for WCSB Safeguarding Week; that Student Intervention Officers had been added as DSLs and had been appropriately trained to carry out first interventions; and that staff had access to the service, Your Mental Health First Aid.

- 6.5 The Executive Director Student Experience and Student Support noted that the College had organised Health and Wellbeing week during May 2019 which included fairs, sport activities and a fun run.
- 6.6 The Executive Director Student Experience and Student Support outlined the College's projects and initiatives to support health and wellbeing. She noted that sport activities were offered on Wednesday afternoons to tackle inactivity; Turning Point sessions helped students experiencing low mood and anxiety; the Battling Suicide Tour Bus had been booked for Making a Positive Contribution Week in November; that an adult suicide review had been conducted due to the number of recent local adult suicides; that work with the Youth Association was continuing with the Tell Me Project and the Positive Masculinity Project designed to engage males with youth work; the LGBT group were to complete a self-esteem and awareness course with MESMAC and Total Men's Health; Time to Talk Cafes had been providing open access to talk to Youth Workers; the Youth Association were running Zumba and Metafit sessions to encourage participation; knife crime talks were held with West Yorkshire police in response to the national knife crime crisis; students had been delivering coaching to school children with Wakefield Wildcats; the College was offering a disability sport scheme to encourage those with disabilities to participate in sport; and the College had hosted the Yorkshire Games with six colleges playing non-competitive sport to tackle inactivity.
- 6.7 The Executive Director Student Experience and Student Support explained Student Support's role in relation to careers. She noted that the College was working towards achieving the eight Gatsby benchmarks by 2020.
- 6.8 The Executive Director Student Experience and Student Support noted the Compass tool employed by the College which helped score it against each Gatsby benchmark. She noted that there had been some improvements and that, while the College had been static in relation to some benchmarks, an action plan was in place. She explained that funding had been secured through the Careers Enterprise Company ('CEC') which was supporting staff development, an alumni platform and access to a SEND work placement project. She noted that the College had been appointed an Enterprise Advisor by CEC to explore careers related activities.
- 6.9 The Executive Director Student Experience and Student Support noted the Careers Strategy plan. She explained the need for a greater evidence base; that the College was targeting the Raising Aspirations Fund which would enable it to apply for up to £24,000; that work was being done to enable progress to be measured by curriculum area; and that there was an increased emphasis on labour market information to facilitate informed careers choices which was to be embedded in the curriculum.
- 6.10 The Executive Director Student Experience and Student Support noted that the College's Matrix Accreditation had been renewed which covered its Careers Service and Course Information Service and that the assessors report had been very positive. She noted that it would have to be renewed again in three years.
- 6.11 The Executive Director Student Experience and Student Support noted the importance of the College's partnerships and that, in addition to the College's existing youth and health and wellbeing partners, it had strengthened its careers, safeguarding and employer links.

- 6.12 The Executive Director Student Experience and Student Support showed a video relating to the Give Construction a Try event hosted by the College.
- 6.13 Governors considered the following issues:
- (i) that the Give Construction a Try event had generated great publicity for the College having been featured on television;
  - (ii) whether it was common for colleges to be Matrix accredited. The Executive Director Student Experience and Student Support noted that there was an expectation that Colleges have some form of accreditation and that Matrix accreditation was often required for funding purposes. She explained that she wanted to make Governors aware, not of the fact that the College had been awarded Matrix accreditation, but the very positive feedback it had received;
  - (iii) how the College assessed the quality of provision not covered by Matrix accreditation. The Executive Director Student Experience and Student Support noted that this was done via student feedback, the interview process and service area reviews carried out throughout the year;
  - (iv) against which of the Gatsby benchmarks was the College stagnant and whether this was a cause for concern. The Executive Director Student Experience and Student Support noted that the College was not necessarily stagnant rather, the appropriate evidence bases had yet to be identified to determine its progress. She confirmed that none were a cause for concern; and
  - (v) Given the success of Give Construction a Try, whether this would be broadened to different industries. The Executive Director Student Experience and Student Support noted that the event would run again next year but that it would remain construction only. Partnerships would need to be established to expand the event to other sectors and this would be considered in the future.

## **7. Student Disciplinary Procedure**

- 7.1 The Executive Director Student Experience and Student Support outlined the key changes to the document and confirmed that consultations had taken place with the Students' Union and all other requisite parties.

### **Resolved**

That the Student Disciplinary Procedure be approved.

## **8 College Performance**

### **(i) Corporate Dashboard**

- 8.1 The Principal reported the following:

- (i) that attendance remained RAG rated 'red' and was in a similar position to the previous academic year. She noted that focus on attendance was limited during the exam period when students are off the main timetable. She explained that, despite the College's hard work, it was expected that the outturn would be similar to the previous year;
- (ii) that retention was strong and similar to the position the previous academic year. However, she noted that there were many 'at risk' students struggling with mental health and anxiety issues which the College was actively supporting;
- (iii) that Professional Judgements had dipped to 92% against 94% the previous year. She noted that 19 plus English and Maths were primarily responsible for bringing the figure down. She explained that the College had provided numerous support sessions and that, in her opinion, little more could be done. She noted that the forecast achievement targets were challenging but that she expected an improvement on last year. She noted that the forecast achievement rates showed a significant improvement over the previous year's outturn for 16-18-year olds, with a forecast of 87% against an outturn figure for 2017/18 of 83%, and moderate improvement for 19 plus students. She noted that apprenticeship forecast achievement rates remained strong;
- (iv) that work placements statistics were positive with 78% of work placement ready students having booked or completed a work placement against 72% at the same time the previous year;
- (v) that lesson observations were positive with 90% being deemed good or better against a target of 85% which she noted was considerably stronger than the previous year with no areas for concern; and
- (vi) that Higher Education and Apprenticeship starts remained largely unchanged from the last report to Governors.

## 8.2 Governors considered the following issues:

- (i) why 19 plus predicted pass rates had declined. The Principal noted that adults on English and Maths suffered from poor retention, poor attendance and some do not sit the exam but that the decline was not a result of the quality of teaching. The Executive Director Quality and Planning noted that further results had been received post-PJ4 which showed an improvement in adult English which she hoped might be a trend resulting from increased support, but she warned against over optimism;
- (ii) whether student volume was tracked year on year and whether the financial impact on the budget for 2019/20 was known. The Executive Director Finance and Resources noted that 16-18 student numbers had been in decline for six years and that the College would be funded for just over 3,000 students for 2019/20. He noted that adult funding had been set based on a similar number of students for 2018/19; and
- (iii) the percentage of work placements that were high needs learners. It was noted that this was addressed in the paper for Agenda Item 8(iii).

**(ii) March Finance Report**

*This item is confidential as it is commercially sensitive.*

**(iii) Progress Against the Quality Improvement Plan**

8.5 The Executive Director Quality and Planning reported the following:

- (i) attendance remained RAG rated 'Red';
- (ii) achievement rates for 16-18 Functional Skills, Level 2 Maths and English and good GCSE English and Maths pass rates were RAG rated 'Amber'. It was noted that predictions only took account of those deemed to be definite passes, and, therefore, the position may improve, and that work was being done to ensure borderline fails, pass;
- (iii) value added was rated 'Green' and improvements were predicted;
- (iv) target setting was rated 'Amber' as it still required further development in certain areas to be effective to enable students to make appropriate progress;
- (v) progress of high needs students against wider skills targets was 'Green' due to the implementation of RARPA;
- (vi) the gap between overall and timely achievement rates on apprenticeships was closing and had therefore been rated 'Green';
- (vii) High Needs Students' access to work placements was rated 'Amber'. She noted that expected opportunities for work placements had not materialised and the College was looking for alternatives and that it was unlikely that all of those who had been deemed ready would have undertaken a work placement by the end of the year;
- (i) Students' ability to link Prevent to their own lives was rated 'Green'. Evidence had been provided by the Student Survey data and she was satisfied that this issue had been appropriately addressed; and
- (ii) Internal Supported Internships provided sufficient placement hours and the issue was, therefore, rated 'Green'.

8.6 Governors considered the following issues:

- (i) how long work placements last. The Executive Director Quality and Planning noted that they could last from a day up to a week;
- (ii) whether there were alternatives to BESTest for High Needs Students. The Executive Director Quality and Planning noted that an alternative was being sought for all learners;

- (iii) whether there had been any Prevent referrals. The Executive Director Human Resources and Organisational Development noted that this was covered in her report at Agenda Item 11;
- (iv) whether improvements to the highlighted achievement rates were expected next year. The Executive Director Quality and Planning noted that the College was moving to a new awarding body which students might find more accessible and that all 16-18 students would take GCSEs rather than Functional Skills. It was noted that this would have a positive impact on achievement rates and that Functional Skills teachers were being trained to deliver GCSEs; and
- (v) the rationale behind the move to GCSEs. The Executive Director Quality and Planning noted that students were used to GCSEs and it was expected that they would, therefore, perform better. The Principal noted that performance was easier to track.

## **9. Quality Strategy**

9.1 The Executive Director Quality and Planning reported the following:

- (i) that the document was designed to set out the frameworks and processes to enable the College to achieve its strategic objectives. However, she noted that it was limited to quality frameworks and processes only;
- (ii) that the document would be updated every three years; and
- (iii) that Governors had provided input at the recent Quality Refresher Session.

9.2 Governors considered the following issues:

- (i) whether initial assessments should be provided to all students and not just those without 9-4 English and/or Maths given Ofsted's emphasis on the importance of lesson planning to meet student needs. The Executive Director Quality and Planning noted that other areas of the College's offering, such as Apprenticeships, had their own initial assessments, not addressed in the document;
- (ii) whether the actions relating to the Strategic Objective 'Have skilled, engaged staff who deliver a great experience' were better suited to the Strategic Objective 'Deliver excellent teaching and learning to all of our students'. The Executive Director Quality and Planning explained the rationale that excellent teaching and learning stems from engaged staff who receive appropriate support; and
- (iii) whether analysis of market demand should be added to the action points relating to the strategic objective 'Secure the College's long-term financial health'. Governors noted that this was considered elsewhere in the report.

### **Resolved**

That the Quality Strategy be approved.



## **10. Grievance Procedure**

- 10.1 The Executive Director Human Resources and Organisational Development reported that no significant changes had been made to the procedure.

### **Resolved**

That the Grievance Procedure be approved.

## **11. Verbal Updates**

### **(i) Safeguarding**

- 11.1 The Executive Director Human Resources and Organisational Development reported the following:

- (i) that the College had made a referral to Channel regarding a student at risk of being drawn into extremism;
- (ii) that there had been an increased emphasis on emotional well-being in response to a number of suicides in the area; and
- (iii) that a referral had been made to the LADO regarding a non-member of staff.

### **(ii) Health and Safety**

- 11.2 The Executive Director Human Resources and Organisational Development reported the following:

- (i) that engagement at the Health and Safety Committee had improved; and
- (ii) that publicity regarding near misses had been stepped up but this had not resulted in a greater number of reports. Further work was being done to bring the matter to the attention of staff.

### **(iii) Insurance**

- 11.3 The Executive Director Finance and Resources reported that he intended to extend the contract for insurance with Zurich for a further two years subject to their agreement to a suitable premium.

- 11.4 Governors asked why the College was not tendering for the service. The Executive Director Finance and Resources noted that he was confident of a good deal given the College's previous dealings.

## **12. Briefing Papers**

### **(i) Interim Report on Governor Attendance 2018/19**

- 12.1 It was noted that student attendance had been low and that the Clerk should consider ways to mitigate this issue going forward.

**Resolved**

That the Interim Report on Governor Attendance 2018/19, which showed Governor attendance at 76%, be noted and that the decline in attendance be kept under scrutiny.

**(ii) Use of the Seal of the Corporation**

**Resolved**

That the use of the Seal of the Corporation be noted.

**(iii) Property Development Update**

**Resolved**

That the Property Development Update be noted.

**13 Feedback from Governors Attending External Development Sessions**

- 13.1 The Chair reported that since the previous meeting, Governors had attended the following development sessions:

- (i) Governor Development Session – New Inspection Framework with Sue Slassor attended by Dmitry Fedotov, Karen Hands, Eunice Ma, Andrew McConnell and Andy Wallhead (30 April 2019);
- (ii) Tour of the Registry of Deeds attended by Karen Hands, Ian Parsons, Leanne O'Rourke, Debbie Moss and Andrew McConnell (21 May 2019);
- (iii) Governor Refresher Session – Curriculum with Lisa Macdonald attended by Debbie Moss, Karen Hands and Andrew McConnell (21 May 2019); and
- (iv) Six Lead Governor meetings.

- 13.2 The Clerk agreed to send the minutes of the Governor Development Session – New Inspection Framework to Governors.

- 13.3 Governors noted that they were impressed with the Registry of Deeds and that it would be a great asset for the College.

- 13.4 Governors noted that the Governor Refresher Session had been informative.

- 13.5 The Clerk agreed to arrange a T-Level session for Governors.

- 13.6 Karen Hands talked to Governors about her attendance at the Glass Apprenticeship Launch. She explained that British Glass had launched a new standard for the glass industry, Yvette Cooper had explained the importance of glass to the region, that the event opened up the College to new employers and that the Executive Director Employer Engagement and Apprenticeships pitched for a new glass facility in Knottingley.

13.7 The Chair referred to a letter from the CEO of the AOC. He noted that Governors were praised for their good work in the face of continuing funding cuts. The Chair thanked Governors for their efforts.

**14 Review of Effectiveness of Meeting and Identification of Emerging Risk**

14.1 It was noted that the meeting had run to schedule and that the meeting had been effective.

**15 Date of Next Scheduled Meeting – Tuesday 15 October 2019**

Signed ..... Date.....

**Actions**

<b>No.</b>	<b>Minute</b>	<b>Details</b>	<b>Deadline</b>	<b>Responsibility</b>
1.	4.1	The Clerk agreed to make alternative arrangements for Governors to complete safeguarding training.	The Board meeting of 9 July 2019.	The Clerk.
2.	4.6	The Clerk agreed to circulate a final calendar of meetings for 2019/20.	The Board meeting of 9 July 2019.	The Clerk.
3.	Please see the confidential minutes.			
4.	13.2	The Clerk agreed to send minutes of the Governor Development Session relating to the New Inspection Framework to Governors.	The Board meeting of 9 July 2019.	The Clerk.
5.	13.5	The Clerk agreed to arrange a session on T-Levels for Governors.	The Board meeting of 9 July 2019.	The Clerk.