

Wakefield College Corporation

Board of Governors

Minutes of the Meeting held on 13 February 2018

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

Clerk to the Corporation

In attendance: Executive Director Finance and Resources, Executive Director Quality and Planning, Executive Director Human Resources and Organisational Development, Head of Management Information, Director of Estates

Apologies: Georgia Burn, Tony Williams

2 Declarations of Interest

2.1 Staff Governors, Debbie Moss and Andrew Watts, and the Executive Director Finance and Resources, Executive Director Quality and Planning, Executive Director Human Resources and Organisational Development all had an interest in Agenda Item 10 (Staff Pay Award).

3 Minutes of the Meeting Held on 12 December 2017

3.1 The Clerk to the Corporation proposed amendments to the minutes to correct some titles, clarify some points and to move the minute relating to the October Finance Report to the confidential minutes, due to the nature of the material reported.

Resolved

That, subject to the proposed amendments, the minutes of the meeting held on 12 December 2017 be approved.

4 Matters Arising

4.1 On minute 6.8 (October Finance Report), it was noted that the Executive Director Finance and Resources would report back on actions to deliver a balanced budget at the Board meeting in March because the College's financial position had not deteriorated further.

5 Minutes of the Committees of the Board:

5.1 Search Committee – 30 January 2018

Resolved

That the minutes of the Search Committee meeting held on 30 January 2018 be noted.

That committee membership be as follows, with immediate effect:

Audit

- Emma Elvin
- Karen Hands
- Ian Parsons
- Andrew Watts
- Tony Williams

Remuneration

- Paul Campbell
- Dmitry Fedotov
- Eunice Ma
- Andrew McConnell

Search

- Paul Campbell
- Andrew McConnell
- Andy Wallhead
- Sam Wright

6 General Data Protection Regulation

The Director Estates and Head of Management Information joined the meeting at the start of this item.

6.1 The Head of Management Information gave a brief presentation on the General Data Protection Regulation (GDPR) and what the College was doing to ensure compliance when the regulation came into effect on 25 May 2018. Key actions identified by the College included:

- undertaking a College-wide audit of data processes;
- creating Data Protection Impact Assessments (DPIAs) for high risk processes;
- rewriting all appropriate policies and privacy statements with reference to Data Protection;
- reviewing all contracts to ensure GDPR compliance;
- appointing a Data Protection Officer (DPO);
- creating internal training schedule.

6.2 Issues considered by Governors included:

- whether the College was on track to meet the 25 May deadline. The Head of Management Information indicated that the College was on track in terms of identified actions;
- the role of the DPO at the College. It was noted that this designated post holder could be external to the College and some colleges had procured an external supplier to provide a shared DPO role. It was noted that Clerk to the Corporation would take on this role for the College;
- a consideration of individual GDPR-related risks, including:
 - access to data. It was noted that although the College had not found data with unrestricted access, it had been established that the College had data practices that were not considered best practice;
 - the risk of staff not securely storing paperwork;
 - the risk of data being kept beyond its retention period;
 - the risk posed by the use of memory sticks. The College was already changing staff working practice in this area through restricting their use;
 - the risk posed by data being transferred from school to College. It was noted that school information on students was not routinely shared with the College; data was obtained directly from the student;
- that staff training would help improve data handling practice and reduce the risk of data breaches. It was noted that mandatory GDPR training for all staff was planned;

- (v) Board monitoring of the College's compliance with the GDPR. It was agreed that exception reporting would be done on an annual basis

The Head of Management Information left the meeting at the end of this item.

7 Core Strategic Item: Draft Infrastructure Strategy

This item is confidential as it contains commercially sensitive information.

The Director Estates left the meeting at the end of this agenda item.

8 College Performance:

(i) Corporate Dashboard

8.1 The Principal reported that credit for the ongoing development of the Corporate Dashboard needed to go to Andrew Watts, in his role as Business Systems Manager.

8.2 Each of the key performance indicators within the four Strategic Objectives were considered in turn. Discussion included:

(i) professional judgements:

- data from the second professional judgement showed a slight improvement over the first and that a significant proportion of students were on track to achieve their target grades. If achieved, this should deliver improved value added scores;
- the predicted pass rate of 93% was substantially higher than the College's target of 77% for this period;

(ii) attendance:

- this was below target and down on the previous year, despite the interventions that had been put in place;
- 'core attendance' for 16-18 students remained good on study programmes, while attendance for 19+ students, particularly on Business School and Professional Programmes, and English for Speakers of Other Languages (ESOL) was not so good. Attendance of disengaged students on alternative provision, such as the Prince's Trust, was not good;
- whether attendance rates were impacted by students that had withdrawn from their course but had not yet been removed from the register. It was noted, however, that withdrawals were usually addressed quickly;
- that although there was a known correlation between attendance and achievement, the College's data showed this to not be strong, with many students achieving their qualifications despite low attendance;
- that the College was doing what it could in-year to address low attendance, but would be reviewing current strategies to ensure maximum impact was achieved;

(iii) retention. This remained strong and up slightly on the previous year. However, it was noted that there were a lot of students considered by the College to be at risk;

(iv) work placements. 41% of students considered ready had booked or completed a work placement. This was significantly above the College target of 30% by the end of February;

- (v) apprenticeships. Starts remained buoyant and ahead of College performance in 2016/17 and, anecdotally, it would appear that the College was enjoying more success than other providers in securing business;
- (vi) lesson observations. During the Autumn term 74% of lessons were judged to be good or better for progress, against a target of 75%;
- (vii) cash generated. Forecasts were for a figure of £853k for 2017/18 against a target of £1.365m. Governors noted that this would be considered in more detail at the next Board meeting.

(ii) Progress Against Post-Inspection Action Plan

8.3 The Executive Director Quality and Planning raised the following points:

- (i) that the curriculum Quality Review Weeks had been completed and shown that 74% of lessons were graded good or better for progress;
- (ii) a separate Quality Review of Apprenticeships was scheduled for February / March 2018;
- (iii) a teachers' dashboard had been rolled out across College that enabled at-a-glance view of performance;
- (iv) a recent report indicated that students made better progress in GCSE English and Maths in 2016/17 than in 2015/16, especially in Maths;
- (v) the corporate dashboard now included reports that enabled analysis by vulnerable groups and these were analysed by the Executive Team on a fortnightly basis;
- (vi) plans were in development to improve the induction to English and Maths to encourage better attendance on these programmes.

8.4 Governors noted that the draft Self Assessment Report and Post Inspection Action Plan were sent to Ofsted by the due deadline.

(iii) Update on Progress Against the Strategic Plan

8.5 Key points from the report included:

- (i) to date, the College was performing well in the following areas:
 - maintaining key stakeholder relationships;
 - developing a coherent and integrated curriculum;
 - successfully implementing the Apprenticeships Strategy;
 - establishing employer groups/networks;
- (ii) good progress was being made in the following areas:
 - the proportion of good or better lessons;
 - taking actions to improve higher education participation;
 - securing Apprenticeship income;
 - developing the Property (now Infrastructure) Strategy;
 - reviewing provision to ensure financial sustainability;
- (iii) further work was required in the following areas:
 - the proportion of students on track to achieve target grades;
 - developing a progression map with Wakefield Adult and Community Education Services (ACES) and other providers;
 - securing growth in higher education.

8.6 Governors were content with the report as presented, but agreed that it was no longer necessary given the content of the new Corporate Dashboard.

9 Staff Pay Award

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

- (i) that in discussions with the recognised trade unions, the following staff pay award was offered with effect from 1 February 2018:
 - 1% applied to all salaries;
 - increase the bottom points on the pay scale to the equivalent of £8.75 per hour in line with the Living Wage Foundation recommended living wage.
- (ii) a response by the trade unions was requested by 9 February. Ballots were held with members and the proposed pay award was agreed;
- (iii) the pay award did have an impact on pay differentials at the lower end of the pay scale and these would be discussed at the next Board meeting;
- (iv) the proposed pay award lagged the Consumer Prices Index, which currently stood at 2.7%, so pay was continuing to be eroded in real terms;
- (v) gender pay data was required to be published by the end of March. The College was well on with this work and anticipated a positive narrative. The report would cover four 'pay' quartiles.

9.2 Governors asked whether a 1% pay award would impact recruitment. It was noted that the College pay award was keeping in line with the sector but that schools had secured a 2% pay award.

Resolved

That the proposed staff pay award, outlined above, be approved.

10 Hearing and Appeals Policy

10.1 Governors noted that this Policy sought to standardise hearing and appeal practice across the College and were content with the Policy as presented. It was noted, however, that the trade unions had not responded to the consultation within the required timeframe, but that management would take into consideration any suggested changes. One area that received initial feedback was for the Policy to include the option for a hearing / appeal to be deferred under certain circumstances; this was felt to be quite reasonable and would have been considered by management regardless. Governors also noted that a consequence of this approval would be that all associated policies would need to be updated to incorporate the Hearing and Appeals Policy.

Resolved

That, subject to consideration of any feedback by the trade unions, the Hearing and Appeals Policy be approved.

That all related policies and procedures be updated to incorporate the Hearing and Appeals Policy.

11 Briefing Papers:

11.1 December Finance Report

Resolved

That the December Finance Report be noted.

11.2 Governor Attendance 2017/18

Resolved

That the Governor Attendance to date in 2017/18 (86%) be noted.

11.3 Property Update

Resolved

That the Property Update be noted.

11.4 Use of the Seal of the Corporation

Resolved

That it be noted that there was no use of the Seal of the Corporation between 5 December 2017 and 6 February 2018.

12 Feedback from Governors Attending External of Development Sessions

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

- (i) Governance Conference, 24 January 2018;
- (ii) Y&H Governor Induction, 24 January 2018;
- (iii) Self Assessment Report (SAR) Validation, 13 February 2018.

12.2 Feedback from the Governance Conference, attended by Paul Campbell, Andrew McConnell and Sam Wright was positive: sessions were held on findings of recent Ofsted inspections, the College insolvency regime, and the strengthened role of the FE Commissioner in intervening with colleges in difficulty.

12.3 Feedback from the Governor Induction session attended by Georgia Burn, Dmitry Fedotov, Karen Hands, Debbie Moss and Tony Williams was that this had been a useful session given by Paul Jagger, Chair of Governors of Thomas Rotherham College and current National Leader of Governance.

12.4 Feedback from the SAR Validation session held immediately prior to the Board meeting was that this had been an extremely valuable session to allow Governors to fully consider the College's position against Ofsted criteria. It was agreed that the format of this event would be retained for future SAR validation events.

13 Review of Effectiveness of Meeting and Identification of Emerging Risk

13.1 The implementation of the General Data Protection Regulation was raised as a reputational and financial risk to the College.

14 Date of Next Scheduled Meeting – Tuesday 27 March 2018

Signed Date.....

Future Core Strategic Items

Item	Date
27 March 2018	Pay and Benefits
22 May 2018	Feedback from Critical Friend Review
10 July 2018	Strategic Plan / Budget / Financial Plan / Risk Management
23 October 2018	Apprenticeships and Employer Engagement Update