



HUDDERSFIELD NEW COLLEGE FURTHER EDUCATION CORPORATION

Corporation Meeting held on Thursday 17th October 2019 from 5.00pm

Confirmed Minutes

Present: Ms L Summers (Chair), Mr J Dawson, Mr A Nelson, Ms T Wright, Mr K Webb, Ms H Haigh, Ms M Dean, Ms M Boryslawskyj, Ms H Richards and Ms A Williams (71% attendance)

In attendance: Mr M Smith-Connor, Ms J Pryce (for agenda item 1 only), Kam Rogerson (for agenda item 1 only), Mr L Goddard (for agenda item 1 only), Mr C Madej (for agenda item 5 only)

Clerk: Mrs C Coupland

1. Mr Richard Ronksley – Question and Answer session

Mr Ronksley (CEO Altus Education Partnership and Principal Rochdale Sixth Form College) took this opportunity to openly reflect on and share with Governors and Senior Leaders, Rochdale Sixth Form College's experiences on MAT conversion and the journey of the Altus Education Partnership to date and its future plans.

Governors and Senior Leaders welcomed the opportunity to hear from Mr Ronksley; all reported to have found the conversation extremely useful.

Mr Ronksley, Ms Pryce, Ms Rogerson and Mr Goddard left the meeting at this point.

2. Apologies for Absence/ Declaration of Interests

Apologies of absence were submitted by Ms K Fleming, Ms R Drury, Ms J Rowlands and Mr A Leach.

Declarations of Interest were provided by Ms A Williams, Ms M Dean, Ms H Richards for the final agenda item reserved for external governors only.

Ms Summers advised the Corporation that at the start of the academic year the Clerk had received notification from Ms McGuire of her immediate resignation, due to personal reasons, from her governor role and responsibilities. The Corporation asked to record their thanks to Ms McGuire for her support, guidance and advice over the years and wish her well for the future.

Ms Summers also confirmed that over the summer break – Mr Seaton, newly appointed external governor, had also tendered his resignation with immediate effect due to change in personal and professional circumstances. Two External Governor vacancies have been advertised and expressions of interests are being pursued by the Clerk. Search & Governance Committee will keep the corporation updated on progress made in regards to governor recruitment.

3. Minutes from Meeting held on 2nd July 2019.

Resolved:

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

4. Matters arising

Search & Governance Committee: Minutes from Meeting 14.05.19:

The Clerk advised the Corporation that not all governors had confirmed by email that they shall agree to observe the code of conduct. The Clerk was to email individual governors directly post meeting.

5. Staff Briefings

i) Teaching, Learning and Assessment overview for 2019/20 including how it satisfies Ofsted framework in particular assessing understanding of curriculum intent

Ms Summers reminded the Corporation that at the last meeting, Governors had gained an understanding of the current TLA framework for the delivery of high quality teaching, learning and assessment. It was agreed however at the last meeting for the Corporation to be briefed on how the TLA strategies and processes for 2019/20 are to accurately reflect the new inspection framework going forward.

Mr Madej explained that the TLA strategy to be implemented for 2019/20 has been updated in light of what inspectors will look for to demonstrate how the grade descriptors for each key judgement are applied. In particular about the knowledge, skills and behaviours students need to acquire from college life to fulfil their aspirations for learning, employment and independence.

The TLA framework to be adopted has 5 quality assurance elements addressing i) the curriculum landscape by heads of departments and TLA designates, ii) individual and departmental feedback on all lesson observations iii) learning walks and visits iv) peer observations and v) 'deep dive' assessments based on the current new inspection framework.

Emerging themes are being extracted from the intelligence gathered by staff on recent Ofsted inspections undertaken. TLA designated staff are to undertake more external visits to better understand how deep dive assessments are being undertaken in order to support preparation and training for this quality assurance element – so as not to frustrate or concern staff. Governors agreed that this was a sensible approach to adopt by the college.

Time was taken to consider how the Corporation was to be kept informed of the TLA strategy throughout 2019/20. It was agreed appropriate for summary reports to be presented to the Board after each quality assurance element had been completed and analysed. Clerk is to incorporate the reports into the meeting agendas going forward.

Mr Madej and Mr Smith-Connor advised Governors that early feedback from others suggest that the new inspection framework is very different in that it is being reported that Inspectors are less data driven and more interested in having discussions with staff and students on curriculum intent, student experience and destinations. This has yielded mixed outcomes for recent inspections for example a college with below adequate outcome results has secured good inspection grades and an establishment with above average outcomes is suspected to have been graded as required improvements under the new education inspection framework.

As Ofsted Inspectors are now to take a rounded view of the quality of education delivered to students, Ms Williams agreed that it would be useful for Governors to receive a briefing on the 3 I's of the new framework – Intent, Implementation and Impact.

Resolved:

- **That the briefing be received**
- **For in year updates of the TLA strategy to be incorporated into the meeting agendas going forward.**
- **For SLT to prepare a briefing for Governors on the new EIF; Intent, Implementation and Impact.**

Mr Madej left the meeting

ii) ALPS overview

Mr Smith-Connor took this opportunity to remind Governors of the key in-year monitoring data that the College produces in particular the review of key raw and value added measures which are used to evaluate the College's outcomes. Time was also taken to remind governors of the basic knowledge with which to strategically interrogate the College's outcomes.

Mr Smith-Connor explained the benefits of a data-driven improvement culture to secure improved outcomes and opportunities for all students as well as ensuring appropriate Board support and challenge when assessing presented data with rigour and purpose.

Governors were reminded that ALPS benchmarks are created from the results of the complete national dataset supplied by the DfE and that ALPS provides a clear and coherent framework for in-year improvement at every level. Mr Smith-Connor advised Governors that no other value added system enables teachers to interrogate their data right down to the individual student level; staff can therefore focus their time on the students upon whom they can have the most impact. ALPS is very much the starting point for conversations with students and staff and is used in conjunction with other measures (e.g. 6Dimensions).

Governors contribute significantly to the College's ongoing improvement through strategic analysis of data; Mr Smith-Connor therefore took the time to revisit and explain key 'raw' measures and reminded Governors on how best to analyse the college data at a strategic level in order to ask challenging questions and hold Senior Leadership Team to account.

The Clerk confirmed that the meeting agendas for 2019/20 includes submissions of ALPS in year data to Governors.

Resolved:

- **That the presentation be received**

6. Student Outcomes 2019 annual review of achievement, retention and success rates

Mr Smith-Connor presented his detailed report and informed Governors that the Headline success rates at the college are the best in the College's history and maintain the College's status as one

of the best providers of Level 3 qualifications in the country. These outcomes are securely Outstanding; this is the fifth consecutive year in which the College has self-assessed outcomes as Outstanding.

Governors agreed that the consistent achievement of outstanding raw and value added outcomes whilst retaining an inclusive ethos during a period of i) unprecedented national budgetary cuts, ii) the ongoing implementation of A level reform and iii) significant unplanned changes to the College's Senior Leadership Team, are especially praise worthy.

Mr Smith-Connor explained that A level value added is an area of particular strength placing the college in the top 10% of providers nationally; raw pass rates and retention are above the high sixth form college averages.

Governors were advised that BTEC outcomes at Level 2 and Level 3 maintain the College's consistently held position as one of the top providers in the country; on most measures on most qualification aims outcomes are in the top 10% of providers nationally. Furthermore, the College's GCSE maths and English pass rates (grades 9 – 4) remain significantly above the high sixth form college averages and are Outstanding.

Mr Smith-Connor explained that there is Outstanding positive progression through and from the College, a projected 91% of students completing the 2018/19 academic year progressed to positive destinations, above the local authority average (90%) and the England average (89%).

Mr Smith-Connor advised the Corporation that 99% of learners were on qualification types which have been self-assessed as Outstanding; no qualification aim in 2018/19 has been self-assessed as Requires Improvement or Inadequate. However, two stubbornly underperforming A level courses remain. Specific challenge was made by Governors to better understand how the college intends to address the underperformance; Mr Smith-Connor explained that these are priority areas for improvement in 2019/20 which will form the main focus of the College's 2019/20 Quality Improvement Plan. The Quality Improvement Plan will be presented to the Corporation in December 2019.

Resolved:

- **That the report be received**

7. Corporate Report.

Ms Williams presented the Senior Leadership Team report to the Corporation. Comprehensive updates were provided on key areas of the college and its performance to date against key performance indicators.

Performance Update:

Student numbers currently stand at 2566. Funded Learner target is 2506 (an increase of 54 from last year to compensate in 2020-21 for loss of GCSE/T Level/ Erasmus grant funding). The College projects student numbers to be 2510 by the time of the first funding submission in December.

Staffing Update:

Ms Williams acknowledged to the Corporation that 2018/19 was an unprecedented year for the level of staff turnover. 31 new starters (and 11 new to role) joined HNC in August. All new starters have had an Initial Probation Review on PDR day to set objectives for their probationary year. The Professional

Development Review Day for all other staff, where they set their objectives for the year, took place on 27th September 2019.

Ms Williams confirmed that overall staffing needs were accurately projected, as reflected by the fact that the positive student enrolment incurred zero additional staffing costs. 0% surplus staffing hours this year.

College Activities / Events:

Ms Williams confirmed that the New Parents Welcome Evening took place on Monday 23rd September. This witnessed the biggest turn out of new parents and very positive feedback received. The Prospectus for 2020-21 is also live on the website and the first Open Event will take place on October 24th 6-9pm. Marketing and Schools Liaison activity is gearing up to this.

Governors were advised that the Fresher's Fair took place on Monday 23rd September. A new Enrichment booklet has been produced to promote Enrichment. Aspire has also been re-launched successfully, with the lecture series and visits to Russell Group universities well underway.

Capital Projects:

Ms Williams confirmed that the refurbishment of the Boilerhouse Theatre was completed over the summer (the main capital project in 2018-19), on time and within budget.

The College is submitting two CIF bids in November 2019: one related to the Fire Alarm System and one related to the flat roofs. The Senior Leadership Team will know the outcome of these bids in March 2020.

Ms Williams advised the Corporation that the Senior Leadership Team are exploring how to create 3 classrooms out of existing space at minimum cost to accommodate the projected growth in students from 2506 in 2019/20 to 2520 in 2020/21. Updates will be provided to the Finance & Resources Committee.

Resolved:

- **That the report be received**

8. Risk Assurance Review: Poor student recruitment and retention

The Governors thanked Ms Williams for the comprehensive assurance report and helpful commentary. It was noted that the residual risk score remained relatively high in order to appropriately reflect the competitive environment of the sector at present. After a full discussion the Corporation was however satisfied that the actions being taken by the college to best mitigate against the risk were robust and effective as demonstrated with the college's continued increased recruitment trend.

Governors reported to be confident in the different levels of assurance identified within the Board Assurance Framework. It was noted that a number of areas relevant to this risk are to be the subject of the Internal Audit programme in 2019-20. It was therefore agreed that an overall green assurance level shall be assigned to the risk.

Resolved:

- **To assign Green overall assurance to the risk**
- **For the Clerk to update the Master BAF**

9. Audit Committee Meeting held on 8th October 2019:

Mr Nelson – Chair of Audit, briefed Governors on the business of the Audit Committee.

The Corporation's attention was particularly drawn to the Internal Audit strategy for 2019/20 approved by the Committee. The Corporation agreed with the Committee that the strategy for internal audit covers the colleges key risks and assurance needs.

Governors were also informed that the College's self assessment questionnaire, drafted for the Post 16 Audit Code of practice, had been considered and approved by the Committee. Ms Summers and Ms Williams have signed the finalised version which has been forwarded onto the College's External Auditors.

Confidential item relating to Audit Committee minutes, extract excluded from open minutes.

Resolved:

- **That the Minutes be received.**
- **That the Internal Audit Strategy 2019/20 be received.**
- **For the Clerk to circulate to all governors the Principals report, as submitted to the audit committee on the fraudulent payments made.**

10. Any other Business

The Clerk advised the Corporation that HNC had been named as FE College Leadership Academy of the Year; against 18 other colleges regionally and nationally.

This is an award through Sports Leaders UK – Sports Leaders UK are to attend college on Tuesday 5th November 2019 from 10am to undertake a presentation – all governors are invited.

11. 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:

- **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.**
- **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.**
- **Maintaining high performance in term of outcomes enables HNC to continue to support students, giving life changing opportunities to our student body.**
- **Areas of concern / underperformance have been identified to ensure that the college is working towards improvements across all study programmes, courses and qualifications.**
- **The college in maintaining high performance in terms of outcomes overall continues to support students, giving life changing opportunities to our student body.**
- **The Internal Audit Strategy provides assurance that the college has an adequate and effective framework for governance, risk management and control. The scope of the internal audit includes an assurance audit on the quality of the students' experience; this**

- in particular will provide additional external assurance for the Corporation on the college's approach to and delivery of student pastoral support and well-being.
- **The Corporation is assured that the college is taking a realistic approach to resources supporting counter fraud and effectiveness of counter fraud arrangements is being tested.**

12. Determination of confidentiality

It was agreed that the supporting papers for agenda item 6 shall be determined as confidential.

The extract of the Audit Committee Minutes and relevant Corporation Minutes relating to fraudulent payments are to remain confidential.

13. Date of next meeting: 12th November 2019 from 5pm

14. Reserved item: Remuneration Committee Meeting held on 1st October 2019

The Principal, staff and parents members and the Clerk all withdrew from the meeting at this point whilst the Corporation considered the Remuneration Committee's recommendations. Ms Summers assumed the role as minute taker in the Clerks absence.

Resolved:

- **The Corporation approved the senior post holders pay reviews as recommended by the Remuneration Committee.**