



## MINUTES OF BOARD MEETING HELD ON THURSDAY 19<sup>TH</sup> OCTOBER 2017

<b>Present:</b>	Fiona Armer	External Governor
	Peter Clark	External Governor (Chair)
	Rachel Court	External Governor
	Mark Donaldson	External Governor
	Patricia Drake	External Governor
	Richie Dunk	External Governor
	Jenny Grainger	External Governor
	Stephen Hegarty	Student Governor
	John Rees	Principal/CEO
	Malcolm Rogers	External Governor (Vice-Chair)
	Pete Sanderson	External Governor
	Janet Tyas	Staff Governor
	Katie Walker	Staff Governor
<b>In Attendance:</b>	Denise Cheng-Carter	Deputy Principal (Finance & Resources)
	Rachael Hennigan	Vice-Principal (Curriculum & Quality)
	Lesley Venables	Clerk to the Corporation

### PART ONE

#### APOLOGIES FOR ABSENCE

- 1 Apologies for absence were received from Mark Lowe (Student Governor).

#### DECLARATIONS OF INTEREST

- 2 A declaration of interest was received from Janet Tyas in respect of minute 55.

#### APPOINTMENT OF STUDENT GOVERNOR

- 3 The Clerk reported that a nomination and election process had been undertaken recently to fill the vacancy for a second student governor.

- 4 **Resolved -** That Stephen Heggarty be appointed as a student governor for a term of office ending 31<sup>st</sup> July 2018

#### MINUTES

- 5 **Resolved -** That, subject to some minor amendments for clarification, the minutes (Parts 1 and 2) of the meeting held on 13<sup>th</sup> July 2017 be approved as a correct record and signed by the Chair.

## **MATTERS ARISING**

6 Governors received a list of actions from the previous meeting, together with an update on progress against each of these. It was noted that all issues were either in progress, had been completed or featured on this agenda.

7 Under minutes 294 (future pay increases to be kept under review) and 298 (committee memberships to be amended as required), governors agreed that these could be classified as completed, rather than 'ongoing'.

8 The Clerk reported that the skills audit proforma that had been discussed at the recent Search & Governance Committee meeting required further work and had not, therefore, been included in the papers for this meeting (minute 308). Terms of reference for each committee were being reviewed by the Clerk to ensure that these reflected the revised schedule of responsibilities (minute 310).

9 In relation to minute 347, the Chair advised that a meeting of committee chairs would be arranged shortly.

## **PERFORMANCE REPORT**

10 The College's overall attendance level for 2016/2017 had improved by 2.8% points, level of performance was still below the target of 90%. An analysis by curriculum area indicated that attendance had improved in every discipline with the exception of Professional Studies and Higher Education (compared to the 2015/2016 outturn).

11 Attendance on GCSE programmes had improved overall, with the exception of 19+ English (77.3% compared to 83.7% in 2015/2016). The Vice-Principal highlighted the significant increase in attendance amongst 16-18 learners, which would continue to be a high priority in 2017/2018. The reduction in comparison to 2015/2016 was due to some structural changes to the timetable, which staff felt was appropriate for learners.

12 Achievement rates for Education & Training programmes were currently 88% for 16-18s and 83.8% for 19+. At an overall figure of 86.2%, achievement levels were above the identified target and 4PP higher than in 2015/2016. This placed the College within the top 15% of colleges nationally and within the top 2.5% for 16-18 levels.

13 However, 19+ achievement was in line with performance in 2015/2016 but was expected to increase further. It was recognised that this was an opportunity for further enhancement and the Board was advised that the current figures put the College at the national benchmark. This level of performance was partly due to one cohort of approximately 85 learners studying accountancy qualifications, for which pass rates had been extremely low.

14 The interim figures for apprenticeship were 52.2% achievement for 16-18s and 55.93% for 19+ learners, with an expected level of timely achievement of 71%. Overall levels of timely achievement had increased by 3% compared to 2015/2016 and were 70%.

15 Currently, the College had enrolled 1609 16-18 year olds, against a contract of 1501 and compared to 1409 at the same point in 2016/107. The ESFA had been approached for growth funding to support the increase in enrolments. If the College was successful in its request, it would receive the additional money in-year, but if not, the amount would be added to next year's budget allocation.

16 For 19+ learners, the College was slightly ahead of its projected profile. Staff were assessing whether an in-year growth bid was feasible.

17 There had been a slow start in achieving the apprenticeship target, mainly due to employers who were required to pay the Apprenticeship Levy taking more time to make firm decisions. Resources had been re-directed within the College to maximise the recruitment of apprenticeships to current vacancies.

18 Enrolments on HE programmes were in line with 2016/2017. The Deputy Principal reported that some adjustments of costs had been made to align these with recruitment patterns.

19 Governors congratulated the senior leadership team on these outcomes and asked for their gratitude to be communicated to all staff. It was agreed that this would be done by the CEO at the staff conference and followed up with a letter from the Chair. The CEO was requested to consider some tangible method of rewarding staff for the high levels of achievement for 2016/2017.

## **CHIEF EXECUTIVE'S REPORT**

20 Governors received a wide-ranging briefing on the external landscape faced by the College, together with information on individual learners' success stories in each curriculum area.

21 The recent graduation ceremony had been a success and governors were thanked for their participation at the event.

22 As a result of its commitment to improving and growing apprenticeship provision locally, the College had recently received a small gift (£16K) from the Calderdale Business Trust. Initial thoughts for its possible use centred on skills competitions for apprentices or an award event for this cohort of learners.

23 Following the Government's proposals for the introduction of Technical or T Level qualifications, the College would be part of the first wave of institutions offering these courses. Some additional funding may be allocated to colleges for high quality work placements for a minimum of 45 days' duration. An implementation plan would be submitted to the ESFA in the next few weeks.

24 The CEO advised that a number of Ofsted inspections in the West Yorkshire area had resulted in lower gradings than previously. A national initiative to provide under-performing colleges with leadership and management support had been announced, for which bids had been invited.

25 Governors were informed of a proposal for a Halifax Sixth Form College on the Northgate site, supported by the local authority. Instead of providing additional places for 16-18s, this would merely displace learner numbers from the participating institutions, but would also free up places in lower year groups. The Board felt it was important for the College to focus on its own priorities, rather than reacting to external developments such as this.

## **AUDIT COMMITTEE – 21<sup>ST</sup> SEPTEMBER 2017**

26 The Chair of the Audit Committee presented a summary of the minutes of the meeting held on 21<sup>st</sup> September 2017.

### **Internal Audit Service Annual Report 2016/2017**

27 Governors received for information the Internal Audit Annual Report for 2016/2017. This had concluded that Calderdale College had achieved an assurance rating of “reasonable assurance” on its governance, risk management and internal control systems.

28 A total of 16 recommendations had been made by the Internal Auditors in 2016/2017. It was noted that 3 of the recommendations had been graded as ‘high’ priority, with 7 graded as ‘medium’ and 6 graded as ‘low’ priority. All of these had been accepted by management and a good level of progress had been made for the follow-up of work carried out in 2015/2016, with 14 out of 17 recommendations implemented, a further two that had been partially-implemented and one that had been superseded.

### **Risk Management Annual Report, Policy and Risk Register**

29 Governors received for information the Annual Report on Risk Management for 2016/2017, together with the Risk Management Policy. The Deputy Principal advised that the only changes to the Policy were the year to which it referred.

30 The Deputy Principal presented the College’s draft response to the questions in Annex C to the Post-16 Audit Code of Practice. The Self-Assessment Questionnaire (Annex C) had been completed and was recommended by the Audit Committee for approval by the Board and signature by the Chair and the Principal.

### **Whistleblowing Policy**

31 The Clerk reported that the College’s Whistleblowing Policy had been reviewed recently to reflect current regulatory requirements and practices within the College. The Policy had been recommended for approval by the Board following discussion at the Audit Committee meeting.

32 Governors requested that information on the Policy should be made available to all staff as part of the College’s induction process. All future policies presented to the Board should highlight the changes that had been made.

- 33 **Resolved -**
- 1 That Risk Management Policy for 2017/2018 be approved
  - 2 That Annex C to the Post-16 ACOP be approved and signed by the Chair and the Principal
  - 3 That, subject to the widening of the scope to include governors, the revised Policy on Whistleblowing be approved
  - 4 That any changes to policies presented to the Board in future be clearly identified

## **CURRICULUM, QUALITY & STANDARDS COMMITTEE – 5<sup>TH</sup> OCTOBER 2017**

33 The Chair of the Curriculum, Quality & Standards Committee gave a summary of the meeting held on 5<sup>th</sup> October 2017. Governors noted that the main items discussed (such as year-end performance for 2016/2017 and GCSE English and Maths outcomes) had already featured on the agenda.

34 The Committee had requested some additions to the report on student complaints to provide information on quality improvement.

## **SEARCH & GOVERNANCE COMMITTEE – 5<sup>TH</sup> OCTOBER 2017**

35 The Committee Chair presented the draft minutes of the Search & Governance Committee meeting held on 5<sup>th</sup> October 2017.

36 Governors received for information the Committee's Annual Report for 2016/2017. This provided details on attendance for the year, membership issues, an equality and diversity profile, together with a summary of new developments introduced in 2016/2017 and further measures planned for 2017/2018.

37 A target level of attendance of 80% had been set for Board and committee meetings for the 2016/2017 academic year. Overall attendance at Board meetings was 77% and the target had been achieved for 3 out of 5 committees, with the Audit Committee and the Learner Committee performing below the target. Both committees had been impacted by the long-term absence of particular governors who had now resigned from the Board.

38 Approximately 50% of governors had met or exceeded the target attendance levels. The Committee had noted that the number of meetings held in each year had been reduced, which meant that any absence had a higher impact on the attendance figure. Additionally, some of the individuals with attendance below the identified target had now left the Board and performance may have been partly due to governor turnover in-year.

39 Attendance would continue to be closely monitored in 2017/2018.

40 It had been suggested that the term 'co-opted non-governor' should be amended to 'co-opted member of X committee'.

41 A skills audit would be carried out in January 2018 to inform future recruitment and training activities. Work was underway to devise a new method of capturing governor skills and expertise and relating these to the College's strategic priorities.

42 The agenda for the November Development Day would centre around preparatory work on the Governance Self-Assessment Report and Quality Improvement Plan.

## **Committee Memberships Schedule**

43 The Clerk presented an updated version of the schedule of committee memberships, which took account of recent developments, including changes to the chairships of committees.

## Self-Evaluation

44 The Clerk presented a proposal for the evaluation of the Chair of the Corporation. This was based on the job description for the role included in the Standing Orders and governors would be asked to grade the Chair's performance against a number of key criteria.

45 It was intended that the evaluation would take place during January 2018, at the same time as performance assessments of individual governors and the Board and the revised skills audit.

## Confidential Business Review 2016/2017

46 The Clerk presented a summary of confidential minutes from 2016/2017, together with recommendations as to whether these could be reclassified as non-confidential and, therefore, form part of the Board's public record of proceedings.

## Standing Orders

47 Governors received a revised set of Standing Orders, which had been prepared to reflect best practice and the developments introduced in 2016/2017, such as governors' ability to attend meetings by telephone or video-conferencing.

48 The Clerk was asked to include a clarification of the section on the maximum length of time a governor could serve. It was agreed that this should be 8 years in total, but with the ability to extend this in particular circumstances.

49 The amended document would be circulated to the Board with the changes 'tracked' so that they could be easily identified.

- 50 **Resolved -**
- 1 That the revised schedule of committee memberships be approved
  - 2 That the proposals for the evaluation of the Chair of the Corporation be approved
  - 3 That the classification of confidential business for 2016/2017 be approved
  - 4 That the revised Standing Orders be approved, subject to some minor amendments

## FINANCIAL PERFORMANCE & EFFICIENCY COMMITTEE – 12<sup>TH</sup> OCTOBER 2017

51 The Chair of the Committee provided a verbal update on the meeting held on 12<sup>th</sup> October 2017.

52 Governors had noted that performance targets for 2016/2017 had not been met in a number of funding categories. However, overall the surplus (£220K) was higher than planned, due to extraordinary items such as the receipt of additional Adult funding and the capitalisation of the expenditure on the Unlocking Potential Project. Management had reported that they were confident that, as far as possible at this time of the year, the College could adhere to the tight budget that had been set for 2017/2018.

53 The Committee had received a briefing on the financial position for the start of 2017/2018 and no major concerns were highlighted.

54 A cashflow projection for the West Yorkshire Colleges' Consortium Joint Venture had been presented to the Committee. This had indicated that there would be shortfalls in cashflow over the next 3 years and governors had confirmed that there would be no further financial input from the College to alleviate this situation. The CEO had been asked to raise this issue at the next JV Board meeting and to request some sensitivity analysis to be carried out on possible options to address the cashflow shortfall.

55 Overall performance on the ESF Skills Service contracts had improved compared to the previous report (June 2017) and the majority of programmes were delivering in line with the identified target, with one exception which was a reactive project to support individuals at risk of or undergoing redundancy.

56 The Committee had been satisfied that the performance of all sub-contractors was being monitored effectively.

### **Supply Chain Fees & Sub-Contracting Policy**

57 **Resolved -** That the Policy on Supply Chain Fees & Sub-Contracting be approved

### **Committee Terms of Reference**

58 The Clerk presented revised terms of reference for the Committee. These now included sections related to the extended remit and the Committee had been renamed as 'Finance & Resources'.

59 The Committee had considered how these new areas of focus would be featured in the timetable of business. It was agreed that at each of the 4 meetings in the year, governors would receive detailed information from one head of a functional area. The relevant College strategy would be circulated to governors in advance as part of the meeting papers. Progress in all business support areas would be monitored at each meeting on a 'by exception' basis.

60 At a future meeting of the chairs of committees discussion would take place on how matters that cut across remits would be handled.

61 **Resolved -** That the revised terms of reference be approved

### **SAFEGUARDING UPDATE**

62 The designated governor for Safeguarding presented a verbal report on recent activities.

63 It was noted that in the current academic year there had been a total of 29 disclosures, which was in line with the same period in 2016/2017. There was no particular pattern to the disclosures.

64 Governors would receive a small number of anonymised case studies to provide information on the types and complexity of issues being dealt with by Learner Services staff.

65 Staff continued to be proactive in identifying safeguarding issues and there had been an appropriate level of training. The College was a key partner in external initiatives, including the Prevent Agenda and Channel process. It was agreed that governors would undertake Project Griffin training in the next calendar year.

66 The designated safeguarding governor had been invited to attend the Safeguarding Supervision Group meetings twice a year as an observer.

67 Future reports on safeguarding to the Curriculum, Quality & Standards Committee would be by exception, with a full strategic report provided to the Board at each meeting.

## **CHAIR'S REPORT**

68 Following agreement at the July meeting, the Chair presented a brief report on the activities he had undertaken on behalf of the Board in the intervening period.

## **SCHEDULE FOR GOVERNOR DEVELOPMENT DAY**

69 The Chair presented for information an outline of the proposed agenda for the Strategy Day to be held on 10<sup>th</sup> November. The focus of the day would be to provide governors with the opportunity to visit business support areas and meet with staff and students. The Board would also be undertaking a reflective self-evaluation exercise, as discussed under the report from the Search & Governance Committee.

## **DATES OF FUTURE MEETINGS**

Senior Staff Employment	23 <sup>rd</sup> November 2017	3.00 p.m.
Audit	23 <sup>rd</sup> November 2017	4.45 p.m.
Financial Performance & Efficiency	30 <sup>th</sup> November 2017	4.45 p.m.
Curriculum, Quality & Standards	7 <sup>th</sup> December 2017	4.00 p.m.
Board	14 <sup>th</sup> December 2017	4.45 p.m.