



**CALDERDALE COLLEGE
CORPORATION BOARD MEETING**

**Minutes of the Meeting held on 17 October 2019, 16.45
Boardroom, C Floor, Calderdale College**

Present:

Peter Clark	Corporation Chair / External Governor
Fiona Armer	External Governor
Diane Cothey	External Governor
Rachel Court	External Governor
Richie Dunk	External Governor
Pat Drake	External Governor
Jenny Grainger	External Governor
Ian Greenwood	Staff Governor
Safia Kauser	External Governor
John Rees	Principal & Chief Executive
Malcolm Rogers	Vice Chair / External Governor
Oskar Watson	Student Governor (appointed at item 19/143)

In Attendance:

Denise Cheng-Carter	Deputy Principal (Finance and Resources)
Rachael Hennigan	Deputy Principal (Curriculum and Quality)
Jane Taylor-Holmes	Clerk

Agenda: There were no changes to the agenda.

	19/142 - Apologies for absence	
1	Apologies were received from: Adrian Furness, External Governor Katie Walker, Staff Governor	
	19/143 –Confirmation of eligibility, quorum and declarations of interest	
2	No notice had been received of any member becoming ineligible	
3	The meeting was quorate.	
4	There were no further declarations of interest in agenda items.	

	<ul style="list-style-type: none"> • Appointment of Student Governor 	
5	Mr P Clark, Chair of the Corporation and External Governor explained that a Governor application had been received from Mr Oskar Watson who was a student at the College. The appointment had been recommended by the Student Union and had been forwarded to members of the Search and Governance Committee.	
6	Resolved – The Board approved the appointment of Mr Oskar Watson as Student Governor for a period until 31 July 2020.	
7	Mr Watson joined the meeting and was welcomed to the Corporation Board. Introductions were made.	
	19/144 – Minutes of the previous meeting	
8	Resolved – The minutes of the previous meeting; held on 11 July 2019 were approved as a true and accurate record.	
	19/145 - Matters Arising	
9	All matters arising from the previous meetings were either complete, on the agenda for consideration or for completion at a later date.	
	19/146 – Chief Executive’s Report on Strategic Issues	
10	Mr J Rees, Principal & Chief Executive presented the Chief Executive’s Report.	
11	It was noted that student successes would be reporting in future reports, it was too early in the year to see these in this report.	Action: Clerk October 2019
12	Mr Rees explained that headline College performance was highlighted within the report and had been to the Curriculum, Quality and Standards Committee meeting. This was the likely out-turn however, this was still provisional data.	
13	Mr Rees commented that for 16-18 learners, performance will have increased further which was likely to ensure that the College remained in the top 5% of Colleges.	
14	Governors commented that it was pleasing to note that there was consistent performance across all curriculum areas.	

15	Mr Rees confirmed the College continued focus to improve Maths 4-9 grades in the resit category and it was noted that although English had improved on the previous year's figures, this also remained an area of focus.	
16	Governors commented on the positive results and that when considering the data from the last three years, this showed that performance was sustained and improvement was continuing.	
17	Mr Rees commented on the successful HE Graduation event which had been very well attended with many positive reports received about student success and the success of the event.	
18	Governors noted the Beacon Award Commendation, it was noted that this related to curriculum design and work done with employer colleagues; Covea Insurance, Lloyds and the NHS.	
19	Governors discussed the staff survey results. It was noted that these had been considered at the last Finance and Resources Committee meeting. The results were largely positive with most measures showing an improvement. The response rate had increased on the previous year and was 33% of staff. Governors asked for more information in relation to the General (previously Staff) questions. Mr Rees confirmed that there were two questions in this category around staff perception of learner progress and safeguarding arrangements and the range of responses were incredibly narrow. It was noted that although this had been the College's highest score, it had resulted in the lowest ranking.	Action: Clerk November 2019
20	Governors asked whether staff were able to provide a quantitative response. Mr Rees confirmed that staff were able to provide comments and these would be reviewed and themed.	
21	Mr Rees commented that work planned under the Happy and Thriving Workforce strategic priority had a number of opportunities planned to gain employee feedback more frequently to allow staff views to be heard.	
22	Governors commented on the response rate and asked what plans were in place to improve contribution to the survey. Mr Rees confirmed that staff would be asked about this. At the recent staff conference, staff had asked for a new internal social network to support staff communication. This had now been launched and was called Yammer. This would be used to ask staff for comments and feedback and the success of this would be monitored.	

<p>23</p> <p>24</p> <p>25</p> <p>26</p>	<p>Mr Rees referred Governors to the section in his report in relation to College Oversight and Intervention and recent cases and announcements made in this area.</p> <p>Mr Rees also referred to the positive news in relation to funding at section 3.2 of the report. It was noted that this related to 16-18 year old funding only and doesn't address adult, higher education or apprenticeship funding.</p> <p>Governors noted the positive launch of the Future Leaders Programme and the success to date in this area.</p> <p>The Board noted the content of the Chief Executive's Report.</p>	
<p>27</p> <p>28</p> <p>29</p> <p>30</p> <p>31</p> <p>32</p> <p>33</p>	<p>19/147 – Update on Implementation of the 2019/20 Strategic Plan</p> <p>Mr Rees provided an update on implementation of the 2019/20 strategic plan. Mr Rees reflected on the work undertaken over the last 12 months, to review the missions, vision and strategy and to agree the new eight strategic priorities.</p> <p>It was noted that a full set of objectives were shared and approved in July 2019.</p> <p>Governors noted that a number of the more future focussed and aspirational objectives were distinct from the more performance related objectives which the College had previously operated and it was proposed that the operational performance and compliance monitoring would take place through a separate report to the relevant Board Committees. It was noted that this would support discussions around risk in the Committees and provide assurance around performance.</p> <p>Governors supported the changes and the proposed approach.</p> <p>Mr Rees explained that the College Action Plan continued to be developed to ensure that appropriate milestones were defined, in some cases to define a baseline for future work.</p> <p>Mr Rees also commented that Thriving and Happy Workforce had been moved to Strategic Priority One.</p> <p>Governors noted the next steps and the approach being taken to the development of the programmes of work. The inclusion of a mixed team of Colleagues led by a member of the Executive was supported.</p>	<p>Action: Mr Rees December 2019</p>

34	Governors approved the approach to be taken and the programmes of work identified.	
35	<p data-bbox="277 259 1184 293">19/148 – Update on Staffing and Operational Teams</p> <p data-bbox="277 331 1184 400">Mr Rees presented the summary of staffing and operational delivery of College-wide teams.</p> <p data-bbox="277 439 1184 577">Governors thanked Mr Rees for the helpful baseline position and agreed that this would be useful when receiving the new employee summary which is circulated by email to Governors.</p> <p data-bbox="277 616 1184 824">Governors asked for more information about the 21% annual staff turnover rate reported. It was noted that this had been considered at the Finance and Resources Committee and was average for the sector. It was noted that there was a higher turnover of staff in the lower paid roles and the additional learning support roles.</p> <p data-bbox="277 862 1184 1037">Mr Rees commented that there had been a recent restructure in one of the areas with the highest turnover. It was noted that there was a cost associated with the recruitment of 107 posts however, this should be balanced with a healthy level of turnover.</p> <p data-bbox="277 1075 1184 1144">The Board noted the content of the Staffing and Operational Teams Report.</p>	
40	<p data-bbox="277 1187 1184 1220">19/149 - Finance and Resources Committee</p> <p data-bbox="277 1258 1184 1361">Governors received the draft Finance and Resources Committee minutes from the meeting held on 19 September 2019.</p> <p data-bbox="277 1400 1184 1469">Mrs F Armer, External Governor and Vice Chair of the Finance and Resources Committee commented as follows;</p> <p data-bbox="277 1507 1184 1610">The Committee received a deep dive on HR, which generated a lot of discussion and increased Governor understanding in this area.</p> <p data-bbox="277 1648 1184 1823">The Committee had also received a report on External Funding noting the work being done to close down the SSW contract and the starting of the new contracts. The Committee recommended the Sub-Contracting Report for approval.</p> <p data-bbox="277 1861 1184 2031">The Committee had reviewed the Management Accounts to the end of July 2019 noting that at the year-end the College achieved an operating surplus of £52k, which was 6k above the revised forecast. It was noted that the year-end audit was in progress at the moment.</p>	

<p>45</p> <p>46</p> <p>47</p> <p>48</p>	<p>The Committee had received the Data Protection report and had reviewed the risk register elements related to the Committee and were satisfied that there were no changes required.</p> <p>The Committee had also reviewed the effectiveness of the Committee and had graded itself as a 1 'outstanding'. Improvement actions identified would be included within the whole Board effectiveness review.</p> <p>Resolved - On recommendation from the Finance and Resources Committee the Board approved the following;</p> <ul style="list-style-type: none"> • The updated list of Sub-Contractors for non-core provision. <p>The Board received the report from the Finance and Resources Committee.</p>	
<p>49</p> <p>50</p> <p>51</p> <p>52</p> <p>53</p> <p>54</p>	<p>19/150 – Search and Governance Committee</p> <p>Governors received the draft Search and Governance Committee minutes from the meeting held on 26 September 2019.</p> <p>Ms Court, Chair of the Search and Governance Committee provided verbal feedback on the meeting.</p> <p>Ms Court explained that the Committee had reviewed the Committee Annual Report and this was recommended to the Board for approval. It was noted that there had been an overall improvement in Board attendance and that the self-evaluation processes had been improved.</p> <p>The Committee continued to work on the recruitment of a second governors with a professional accountancy qualification and the development of a pack for recruitment. Governors would be asked to support the circulation of the recruitment pack and the publication of the vacancy through their professional networks.</p> <p>The Committee had also reviewed the training plan and a draft plan for Strategic Development sessions for 2019/20, this had been further considered and circulated to Governors.</p> <p>The Committee had also reviewed the confidential business considered during 2018/19 and considered whether this should remain confidential. A report had been circulated to Governors.</p>	<p>Action: Clerk September 2019</p>

55	<p>Resolved - On recommendation from the Search and Governance Committee the Board approved the following;</p> <ul style="list-style-type: none"> • The Review of Confidential Business 	
56	<p>The Board noted the Search and Governance Committee Annual report.</p>	
57	<p>The Board received the report from the Search and Governance Committee.</p>	
	<p>19/151 – Audit Committee</p>	
58	<p>Governors received the draft Audit Committee minutes from the meeting held on 26 September 2019.</p>	
59	<p>Ms R Court, External Governor and Chair of the Audit Committee provided a summary of items discussed at the meeting.</p>	
60	<p>The Committee had received the Annual Internal Audit Report for 2018/19. This had confirmed that the Head of Internal Audit opinion had provided reasonable assurance and that this was the highest level of assurance which could be provided.</p>	
61	<p>The Committee had also received the follow up of previous recommendation and had reviewed the performance of the Internal Auditors. The Annual Risk Management Report had been approved subject to a small number of amendments</p>	
62	<p>The Committee had also reviewed the effectiveness of the Committee and had graded itself as a 2 'good'. Improvement actions identified would be included within the whole Board effectiveness review.</p>	
63	<p>The Committee had discussed risk and acknowledged that previously the risk description had defined the unmitigated risk in terms of not meeting internal targets. It had been agreed that risk description on the risk register would be defined at the level by which there would be a threat to the College. New risk descriptions would be presented to the Committees during the next meetings.</p>	<p>Action: Committees November 2019</p>
64	<p>Resolved - On recommendation from the Audit Committee the Board approved the following;</p> <ul style="list-style-type: none"> • Audit Code of Practice Self-Assessment Regularity Questionnaire • Whistleblowing Policy (noting that this would be reviewed in three years) 	
65	<p>The Board received the report from the Audit Committee.</p>	

	<p>19/152 – Curriculum, Quality and Standards Committee</p> <p>66 Governors received the draft Curriculum, Quality and Standards Committee minutes from the meeting held on 3 October 2019.</p> <p>67 Mr R Dunk, External Governor and Chair of the Curriculum, Quality and Standards Committee referred to items of note within the minutes.</p> <p>68 The Committee had received the Whole College Performance Report and had a good discussion on performance and in particular Maths and English. It was noted that this was an ongoing issue and it was recognised that a far more detailed restructure of the whole curriculum area was being undertaken.</p> <p>69 It was noted that the Governor Development Day in November would include Maths and English walks and an update on work undertaken in this area in advance of the November resits.</p> <p>70 The Committee had received the Safeguarding report and no concerns had been identified.</p> <p>71 The Committee had asked Mrs Hennigan to define appropriate targets within the risk description, rather stretch targets as currently defined which would be discussed at the next meeting.</p> <p>72 The Committee had also reviewed the effectiveness of the Committee and had graded itself as a 1 'outstanding'. Improvement actions identified would be included within the whole Board effectiveness review.</p> <p>73 The Board received the report from the Curriculum, Quality and Standards Committee.</p>	
	<p>19/153 – Senior Staff Employment Committee</p> <p>74 Mrs J Grainger, Chair of the Senior Staff Employment Committee provided the recommended Terms of Reference for the Senior Staff Employment Committee as considered at the meeting on 11 July 2019.</p> <p>75 Resolved - On recommendation from the Senior Staff Employment Committee the Board approved the following;</p> <ul style="list-style-type: none"> • Senior Staff Employment Committee Terms of Reference • 	

	19/154 – Safeguarding update	
76	Governors received the Annual review meeting summary.	
77	Mrs P Drake, Safeguarding Link / Designated Governor explained that she had spent a useful day with the Safeguarding Team and the report summarised the outcome of the Annual Safeguarding Review meeting.	
78	There was one area highlighted where there was limited assurance and this arose from the meetings with students. Thought was being given to how student engagement would be best achieved in this area.	
79	Governors received the Safeguarding Report.	
	19/155 – Equality and Diversity Update	
80	Governors received the report on Governor compliance with Equality and Diversity training	
81	It was noted that Governors were required to complete Equality and Diversity training every three years. Mrs Taylor-Holmes would contact Governors who required to complete the Equality and Diversity training again.	
82	The Board received the Equality and Diversity update.	
	19/156 – Governance Issues	
83	Governors received the Code of Conduct and Declaration of Eligibility and Interests.	
84	Governors completed the forms and submitted them to Mrs Taylor-Holmes.	
84	Governors approved the change to the Standing Orders.	
	19/157 – College Action Plan 2018/19 (Final Report)	
85	Governors reviewed the summary of progress against the College Action Plan.	
86	The detailed College Action Plan had been reviewed by either the Curriculum, Quality and Standards Committee or the Finance and Resources Committee dependent upon the target.	
87	Specifically in relation to apprentices; Mrs R Hennigan, Deputy Principal (Curriculum and Quality) explained that some students, who hadn't completed in this academic year would carry forward to 2019/20. The end point assessment	

	could not be completed during 2018/19 due to the limited availability of external assessors from awarding bodies and Mrs Hennigan explained that this was a real challenge for the College and was a wider issue affecting colleges nationally.	
88	New measures would be introduced for 2019/20 to allow 90 days following completion to schedule the end point assessment.	
89	The approach taken to employer satisfaction was being reviewed and would be taken forward into the new strategic priorities.	
90	Work was ongoing to maximise the income from the WYCC, the financial implications were not significant due to the close alignment of income and expenditure. Learner numbers would be brought into 2019/20.	
91	Improved attendance at Maths and English was noted.	
92	Mrs Hennigan confirmed that the actual number of new applicants 2019/20 was 1474 which was therefore green and above target.	
93	The Board noted the current position.	
	19/158 – Risk Management	
94	Governors considered the risk in relation to the impact of a reduction in public expenditure.	
94	There had been no change since the previous Board meeting.	
96	The Board had considered the risk allocated to the Board and confirmed that the Board were satisfied that the ratings were appropriate.	
	19/159 - Chair's Report	
97	Governors received the Chair's Report detailing activity undertaken since July 2019.	
98	The Board noted the information in the update report.	
	19/160 – Schedule of Business 2019/20	
99	The Board received the Schedule of Business for 2019/20.	
100	Dates of Future Meetings; Governor Development Day – 8 November 2019, 9.00 to	

	14.00 Senior Staff Employment Committee – 21 November 2019 – 3.00pm to 4.00pm Finance and Resources Committee – 21 November 2019 – 4.30pm JOINT Finance and Resources and Audit Committee - 21 November 2019 – 5.35pm Audit Committee – 21 November 2019 – 6.40pm Curriculum, Quality and Standards Committee – 28 November 2019 – 5.00pm Corporation Board meeting – 12 December 2019 at 4.45pm	
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Signed as a true and accurate record

Peter Clark (Chair)

Date – 12 December 2019