



**CALDERDALE COLLEGE  
CORPORATION BOARD MEETING**

**DRAFT Minutes of the Meeting held on 10 December 2020 at 17:45 via MS Teams**

**Present:**

Fiona Armer	External Governor
Rachel Court	External Governor
Diane Cothey	External Governor
Katherine Disley	External Governor
Pat Drake	External Governor
Adrian Furness	External Governor
Jenny Grainger	External Governor
Ian Greenwood	Staff Governor
Hafsah Hashmi	Student Governor (appointed 20/175)
Ross Haslam	Student Governor (appointed 20/175)
Richard Laycock	External Governor
John Rees	Principal & Chief Executive
Malcolm Rogers	Vice Chair / External Governor (Chair for the meeting)
Robert Swindells	Staff Governor
Andrew Wright	External Governor

**In Attendance:**

Sharon Bowker	Executive Director (Finance and Funding)
Ebrahim Dockrat	Director of Commercial Services and Partnerships
Julia Gray	Vice Principal, Quality and People Services
Rob Rawlinson	Director of Operations
Sonia Stirling	Vice Principal, Curriculum
Mike Redfern	Grant Thornton (for agenda item 20/183)
Jane Taylor-Holmes	Clerk to the Corporation

**Agenda: There were no changes to the agenda**

Min. Ref.	Minutes	Actions
1	<p><b>20/175 - Apologies for absence</b></p> <p>Apologies were received from Richie Dunk, External Governor.</p>	

<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
2	Apologies were received from Peter Clark, External Governor and Chair. Mr M Rogers, Vice Chair acted as Chair for the meeting	
3	Mrs J Taylor-Holmes, Clerk to the Corporation explained that Student Governor elections had taken place, this had involved a process of application and interview and the Student Union had recommended the Student Governors for appointment.	
4	<b>Resolved:</b> That Hafsa Hashmi be appointed as Student Governor for a period ending on 31 July 2021.	
5	<b>Resolved:</b> That Ross Haslam be appointed as Student Governor for a period ending on 31 July 2021.	
6	The elected Student Governors were welcomed to the meeting and all Governors introduced themselves.	
7	It was noted that it was Mrs F Armer's last meeting, Governors thanked Mrs Armer for all her support and commitment to the Governing body.	
	<b>20/176 – Confirmation of eligibility, quorum and declarations of interest</b>	
8	No notice had been received of any member becoming ineligible.	
9	The meeting was quorate.	
10	There were no other declarations of interest in agenda items.	
	<b>20/177 – Minutes of previous meetings</b>	
11	Subject to amendment at paragraph 16, 137 and 140, the minutes of the meeting on 15 October 2020 were approved as a correct record.	
12	<b>Resolved:</b> subject to the amendments the minutes of the meeting of 15 October 2020 be approved as a true and accurate record.	
	<b>20/178 – Matters arising</b>	
13	In relation to the action in relation to Governor induction;	
14	Mrs J Taylor-Holmes, Clerk explained that initial induction sessions had been held with all new Governors, sessions with	

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15	<p>other members of the Senior Leadership Team would be scheduled when possible and would take place via MS Teams.</p> <p>In relation to other Governors, Governors were asked to contact Mrs Taylor-Holmes if they would like some refresher induction training in relation to the role of Governor.</p>	<b>Action: All Governors If needed</b>
16	All further actions were completed.	
<b>20/179 – Chief Executive’s report</b>		
17	Mr Rees presented a report providing an update on key policy issues. In addition to the content of the paper, updates were provided as follows;	
18	In relation to COVID case numbers; figures as of 10 December 2020 were 102 positive cases in total; 77 students, 25 staff. In terms of the graph, it sees the staff figure slightly below the trend line and the student numbers appear to be flattening.	
19	Mr I Greenwood, Staff Governor provided a question around the steady increase in staff and student numbers. Mr Rees commented that the figures were almost representative of the local area. The extent of the College control can be seen in relation to the self-isolation numbers. As of 10 December; 117 staff members and students were self-isolating.	
20	Mr Rees referred to the paper and the fact that the ESFA was keen to understand what delivery model was in place and check the plan for students in place. The current guidance is that students should be in face to face at least 50% of the time. The current College model was around 75% overall, but this varied between students and courses and depended on need.	
21	On 9 December, the Department for Education provided guidance and moved forward the last day of teaching. The last day of onsite teaching was now Wednesday 16 <sup>th</sup> December. The College would need to be on call and be responsible for track and trace until 22 <sup>nd</sup> December.	
22	Mr Rees commented on the range of staff wellbeing events in place within the report and aspiration to create a thriving and happy workforce strategic priority.	
23	Mr Rees referred to one new initiative; ‘tiny noticeable things’ which provided the opportunity for staff to recognise the things done by other staff members. So far, 90 members of staff had	

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	<p>recognised and thanked staff. On a monthly basis all staff nominated would be entered into a prize draw. Mr Rees commented on the positive effect of receiving an email of appreciation and commented that it really made a difference.</p> <p>24 Governors noted that the discussion around staff pay would take place in Part 2; the national position was in the paper at section 4.2.</p> <p>25 Mr Rees commented that the Further Education White Paper had been delayed until after Christmas; this would be published in Spring 2021. There were some indications that the paper may provide greater powers to the Secretary of State to intervene more quickly when failure is anticipated either due to financial or other matters and greater powers to intervene to reduce competition. The White Paper was likely to refer to a duty on Colleges to collaborate in terms of how they plan and the offer they make to students. The content and impact of the White Paper would be considered in due course.</p> <p>26 In relation to the Ofsted update, Mr Rees referred to the annual report content as written in the paper at section 4.5 and Governors noted that the position around inspections from January 2021 had not changed. There would be no graded inspections in the Spring term. Monitoring visits for Colleges graded as good at the last inspection would be scheduled in the Spring term. Mr Rees commented that given that the College hadn't had a recent visit, there was a reasonable chance that the college would be selected. A monitoring visit was likely to be a one-day visit and was not likely to require direct Governor involvement. The College would be prepared accordingly.</p> <p>27 <b>Resolved:</b> that the report be noted.</p>	
	<p><b>20/180 – Medium Term Action Plan (MTAP)</b></p> <p>28 Mr Rees commented that many of the key performance indicators had been assessed in the relevant Committee meetings.</p> <p>29 Some of the indicators had been time limited such as the job retention scheme, some of the indicators would change for the next meeting. The MTAP was not static and would change.</p> <p>30 In relation to recruitment for 2021/22, this would be included for the next report. The report at the next meeting would provide an update on recruitment for 2021/22.</p>	

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31	<p>In relation to the question raised about Maths and whether more face-to-face classes could be delivering utilising larger spaces, Mrs S Stirling, Vice Principal, Curriculum commented that the College was currently planning to bring back additional cohorts for full face to face English and Maths tuition from January and all options were being considered. Face to face support for these two subjects would be further supported and supplemented by plans as part of the Student Tuition Fund (catch up funding) activity for which the LRC would be used as a central hub.</p>	
32	<p>Governors noted that in relation to employee absence, there had been a significant reduction in absences. This had been highlighted through a question in advance of the meeting. It was suggested that this was likely to be a direct impact of working from home and this may be a positive impact of the greater flexibility afforded to staff during the pandemic. This would be further considered.</p>	
33	<p>In relation to strategic plan priorities, Mr Rees commented that a strategic recruitment session had been held on 1 December. Mrs J Grainger, External Governor and link Governor for Marketing had also attended the session. The session had identified some priorities in relation to recruitment and work is being undertaken. Data had been reviewed and some insight that the College didn't have before in terms of where students come from and what they want to follow.</p>	
34	<p>Mrs P Drake, External Governor asked about the challenges of future placements. Mr Rees explained that there is lobbying for some greater flexibility to do some placements remotely. Remote placements were not something that the College can count as external work experience at the moment. This is something that the College is pursuing for work skills.</p>	
35	<p>Mrs Drake asked about attendance statistics and whether there were any issues with attendance. Mr Rees commented that there was confidence in the data and the accuracy. There was an acceptance that attendance and engagement is improved when students are in the college and better influence and support can be provided to students. It was noted that any decisions regarding the choices made around remote learning in the future would take this into account.</p>	
36	<p>The benefits of the opportunities to work remotely were discussed and felt to be good and it was agreed that it was important to get students back into the College as soon as it was safe to do so. It was noted that workshops and working in</p>	

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	<p>groups was really useful and work would be required to review the curriculum model to make sure that this was operating effectively.</p> <p>37 In relation to communications, Mr Rees commented that the College had largely succeeded in communicating to staff and students and it was keeping pace that had been the difficulty due to the lack of time to prepare when key decisions are made. The usefulness of having an internal communications team was noted. There was a plan to develop a more formalised and standardised format and a communications plan. This would be developed over the coming weeks and months. Mr Rees commented on the usefulness of regular communication.</p> <p>38 Mr A Wright, External Governor asked whether there were some ways that have developed around communicating with staff or students that could be used going forward.</p> <p>39 Mr Rees commented that there were advantages in terms of teaching and learning and these developments should be taken advantage of. The other aspect was in relation to staff engagement.</p> <p>40 Mr Rees explained that he missed being in the College and the ability to walk around the College and speak to Staff and students. There would always need a blend of activities. It was right to retain some elements for quality and efficiency gains but there was a need to get the blend right. This was identified as a potential area for discussion at a Governor Development session.</p> <p>41 <b>Resolved:</b> that the report be noted.</p>	
	<p><b>20/181 – Self-Assessment report (SAR)</b></p> <p>42 Ms J Gray, Vice Principal, Quality and People Services commented that the annual Self-Assessment process had been undertaken.</p> <p>43 It was noted that this was an annual self-assessment of all the teaching and learning provision of all curriculum areas assessed against the EIF (Education Inspection Framework).</p> <p>44 A similar process had been undertaken for business units to assess against the College’s own internal framework; the Calderdale College Customer Excellence Framework.</p>	

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45	Ms Gray explained that the process was bottom-up starting with an assessment by the curriculum areas and progressing up to the whole College SAR, and covered every aspect of what we deliver for the College.	
46	It was noted that this was the first year the College had assessed against the new Ofsted EIF.	
47	Governors discussed the assessment of 'good' overall for 2019/20 noting that for the previous two years, the College had self-assessed as 'outstanding' overall.	
48	Ms Gray commented that the assessment did not mean that performance had declined, Ms Gray commented that she strongly felt and that this was evidenced that performance was excellence. There were a number of factors which had influenced the 'good' assessment; one that the College was assessing against a new framework and secondly that the College was assessing against the COVID environment and the assessment had been honest about the experience of students. Student experience had changed.	
49	Ms Gray explained that the assessment had identified some really key areas for improvement.	
50	Ms Gray commented that the document was the pre-validation document. Following the internal assessment the external panel validation was then undertaken. The validation panel was held at the end of November and was a full day reviewing the self-assessment and included internal panel members, external panel members and Governors. The assessment is challenged to ensure that the process and assessment is robust. It was noted that a number of Governors supported the process.	
51	Mrs D Cothey, External Governor commented that she had attended the external panel validation and found the session very interesting and rewarding. The session was well structured and very constructive. It was noted that Mr P Clark was involved in all aspects of the process including the final external panel validation.	
52	It was agreed that the process was useful to ensure accountability of all areas and ensure that all areas are delivering service excellence and the best possible experience for students.	
53	The importance of the development of a clear set of actions to develop outstanding provision across the whole college was	

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54	<p>noted.</p> <p>Mr Rees commented that the SAR would be submitted to Ofsted in January. Mr Rees explained that the College was not obliged to do this; however this was strongly encouraged and supported Ofsted to be assured that proper self-assessment was in place.</p>	
55	<p>Governors commended the process and the realistic assessment. Ms Gray added her thanks to all staff and managers as the process had been fully completed against the new Framework and all deadlines had been achieved despite the significant ongoing challenges in relation to the current COVID rules.</p>	
56	<p>Governors noted that the SAR had been to CQS Committee and the grading of 'good' was recommended by the Committee.</p>	
57	<p><b>Resolved:</b> that the report and the grading be noted.</p>	
58	<p><b>20/165 – Finance and Resources Committee</b></p> <p>Mr M Rogers, External Governor and Chair of the Finance and Resources Committee, provided verbal feedback on the meeting held on 19 November 2020. The Committee had;</p> <ul style="list-style-type: none"> <li>➤ Considered the estates and capital work which could be completed within the terms of the Government grant.</li> <li>➤ Reviewed the external contracts position, noting that efforts were being made to reduce expenditure accordingly.</li> <li>➤ Reviewed recruitment and was broadly satisfied that the College would achieve the targets this year.</li> <li>➤ Noted that no further action was required by the Information Commissioners Office (ICO) following a phishing incident where some staff emails were targeted.</li> <li>➤ Reviewed risks and no changes were identified since the register had last been reviewed.</li> </ul> <p><b>Management accounts to Period 3 (Dashboard)</b></p>	
59	<p>Governors reviewed the Period 3 management accounts.</p>	
60	<p>Mrs S Bowker, Executive Director (Finance and Funding) reminded Governors that the College was forecasting a deficit</p>	

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61	<p>in 2020/21. The College was performing better than planned against the forecast, in some case this was due to profiling but some was ongoing.</p> <p>There were some ongoing costs in relation to COVID but there were some positives, including using less energy due to the closure of College.</p>	
62	<p>Mrs Bowker explained that November accounts were currently being prepared; however, no material changes were expected. The Mid-year forecast would be prepared after the January Management accounts had been produced.</p>	
63	<p><b>Resolved:</b> the Board noted the position at Period 3.</p>	
64	<p><b>Resolved:</b> the Board received the report from the Finance and Resources Committee.</p>	
	<p><b>Sub-contracting report</b></p>	
65	<p><b>Resolved:</b> the Board approved the updated list of Sub-contractors for non-core provision.</p>	
	<p><b>20/183 Joint Finance and Resources &amp; Audit Committee meeting</b></p> <p>66 Governors noted that the Joint Committee meeting had also received an update from the Director of Operations in relation to IT security.</p> <p>67 Governors welcomed Mr M Redfern, Grant Thornton to the meeting.</p> <p>68 Mr Redfern commented on the challenging nature of the year-end owing to the need to complete the audit online. All information was requested and received via an online portal with no visits to the College being undertaken. The one outstanding issue remained the final validation of ESFA figures; however this was due imminently.</p> <p>69 Mrs Bowker confirmed that the data from the ESFA was expected by 18<sup>th</sup> December 2020 and confirmed that the main</p>	

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	<p>reason the College hadn't received this as yet was because the College is one of six colleges to have submitted a business case in relation to AEB funding. The outcome would be provided by 18<sup>th</sup> December 2020.</p>	
70	<p>Mrs Bowker commented that there had been an extension to the submission date this year and all Colleges had until the 31 January 2021 to submit.</p>	
71	<p>Mr Redfern referred Governors to the Audit Findings report which had been circulated to all Governors and highlighted key points.</p>	
72	<p>The process this year for audits generally had been made more challenging with the inability to sit and discuss issues and see pieces of paper. All items had been exchanged electronically.</p>	
73	<p>Mr Redfern commented that he was very confident with the audit and all work had been complete with the exception of a single sign off from the central team around going concern. Mr Redfern commented, however, he had been assured that there would be no issues with this.</p>	
74	<p>Mr Redfern referred to issues identified within the Audit Findings Report. There had been one unadjusted element; £549,000 balance sheet numbers switch between accrued XX and debtors; this had been an exact amount transfer.</p>	
75	<p>Governors discussed the volatility of the pension position, Mr Redfern commented that the key item to concentrate on is the cash needed to pay out as contributions.</p>	
76	<p>Governors asked whether there were any non-standard representations. Mr Redfern commented that there would not be any this year; the one last year in relation to apprenticeships had been removed.</p>	
77	<p>Governors noted that the self-regularity assessment had been provided for information. This would be submitted along with the Annual Financial Statements.</p>	
78	<p>Mrs P Drake asked a question around claims and termination</p>	

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79	payments, asking if the College has had other staff claims and where these were reported.	
80	Mrs Bowker commented that within the Annual Financial Statements, the College is only required to disclose payments made to senior staff.	
81	In relation to other payments, large or unusual payments, whether compensation or otherwise would be declared within the report along with the relevant insurance.	
82	It was agreed that the reporting of any such payments would be considered and whether this would be reported to the Finance and Resources Committee and to the Board.	
82	<p><b>Resolved:</b> the Board;</p> <ol style="list-style-type: none"> <li>1. Approved the Financial Statements for the year ending 31 July 2020.</li> <li>2. Approved the Financial Statements' Auditors Management Letter, Audit Findings and Letter of Representation.</li> <li>3. Approved that Mr P Clark, Mrs R Court and Mr M Rogers would sign off the final annual Financial Statements (with the ability to do this online using DocuSign if needed) providing the accounts did not differ by £5000.</li> </ol>	
83	<p><b>20/184 – Audit Committee</b></p> <p>Governors received the draft minutes of the Audit Committee meeting held on 19 November 2020.</p>	
84	<p>Mrs R Court, External Governor and Chair of the Audit Committee, provided verbal feedback on the meeting.</p> <ul style="list-style-type: none"> <li>➤ The Committee had received an update from the Director of Operations in relation to the College COVID response from a Health and Safety perspective.</li> <li>➤ The Committee had reviewed progress against audit recommendations and received an updated report which was a good step forward in terms of governance.</li> <li>➤ Grant Thornton had been the accountants for a number of years, and there was a need to go out to market. The</li> </ul>	

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	<p>Committee had agreed to use the framework tender process through a prescribed list of entities. The process would commence in Q1. There were advantages of using the framework including that this would speed up the process. The framework included the current incumbent and main audit firms. The Audit Committee would be heavily involved in the process and there would be opportunities for the panel to present with a view for them to provide the Annual Financial Statement audit for year ending 31 July 2021. In relation to timescales, it would be useful to have the process finalised by May 2021. Updates would be provided in due course.</p> <ul style="list-style-type: none"> <li>➤ Whistleblowing Annual Report – It was noted that one whistleblowing complaint had been received during the period and there had been no actions identified as a result of the complaint. There had been some amendments to the Whistleblowing Policy which had been previously provided to the Board.</li> <li>➤ The Committee had reviewed its risks on the Risk Register and also reviewed the overall Risk Register.</li> </ul> <p>85 The Committee had also considered the following matters and recommended them to the Board for approval.</p> <p>86 ➤ Audit Committee Annual Report 2019/20</p> <p>87 <b>Resolved:</b> the Board received the report from the Audit Committee and the Whistleblowing Annual Report.</p> <p>88 <b>Resolved:</b> the Board approved the Audit Committee Annual Report 2019/20</p>	
	<p><b>20/167 – Curriculum, Quality and Standards Committee</b></p> <p>89 Governors received the draft minutes of the Curriculum, Quality and Standards Committee meeting held on 1 October 2020.</p> <p>90 On behalf of Mr R Dunk, External Governor and Chair of the Committee, Mrs J Taylor-Holmes, Clerk to the Corporation provided verbal feedback on the meeting.</p>	

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91	<ul style="list-style-type: none"> <li>➤ The Committee had noted the whole College performance report. A new format had been received that was good and showed improvement in reporting for apprenticeship data. Committee members had discussed the attendance data and felt that this was OK given the current climate. Committee members had also discussed the ongoing work to raise the profile of Maths online.</li> <li>➤ HE Self-Evaluation – Committee members had commented on the improved content of the document and the improvement in NSS data. HE provision and reporting were positive.</li> <li>➤ Recommended SAR grade profile.</li> <li>➤ The Committee had received an update on Teaching, Learning and Assessment, noting that the Professional Framework document underpinning this was very good.</li> <li>➤ The Committee had reviewed risks specifically allocated to the Curriculum, Quality and Standards Committee and the current scoring and had made no changes to the current risk scoring.</li> <li>➤ The Committee had received the Safeguarding Annual Report for presentation to the Board.</li> <li>➤ The Committee had received the EDI Annual Report for presentation to the Board.</li> </ul>	
92	<p>In relation to comments made about NSS (National Student Survey) and the study of survey results. Ms Gray explained that the results from the NSS had previously lagged and the most recent results had seen some real improvements.</p>	
93	<p><b>Resolved:</b> the Board received the report from the Curriculum, Quality and Standards Committee.</p>	
94	<p>Committee members noted the proposed amendment to the Terms of Reference at Annex A.</p>	
95	<p><b>Resolved:</b> the Board approved the Curriculum, Quality and Standards Committee Terms of Reference.</p>	
96	<p><b>20/168 – Senior Staff Employment Committee</b></p> <p>Mrs J Grainger, External Governor and Chair of the Committee explained that the Committee had met on 30 November 2020 and the Annual Report had been provided. A further requirement was the adoption of a Remuneration Policy for Senior Postholders and the Clerk; this was appended to the</p>	

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	<p>Report.</p> <p>97 The Annual Report was a requirement of the Association of Colleges Senior Staff Code and compliance with the Code was stated within the Annual Financial Statements.</p> <p>98 The Committee also had recommended the amendment of the Terms of Reference at section 4 and to reflect the changes to the Senior Leadership Team.</p> <p>99 <b>Resolved:</b> the Board noted the Senior Staff Committee Annual Remuneration Report 2019/20.</p> <p>100 <b>Resolved:</b> the Board approved the Senior Staff Employment Committee Terms of Reference.</p> <p>101 <b>Resolved:</b> the Board approved the Remuneration Policy for Senior Postholders and the Clerk.</p>	
	<p><b>20/187 – Safeguarding Update</b></p> <p>102 Governors received the Safeguarding Annual Report and commented on the improvements to the report. Governors also received the Safeguarding update; the comments made in relation to compliance with Prevent training were noted.</p> <p>103 Governors discussed the data contained in the Annual Report and whether the reporting reflected the College general population. This would be reviewed further in terms of the impact on safeguarding and comments made in the report in relation to male / female reporting and ethnicity comparison data.</p> <p>104 Governors further commented on the impact of lockdown. Ms Gray commented that there had been an increase in the severity and type of cases, more cases were related to home environments and to mental health concerns, some of which were acute. There had been an increase in mental health concerns matters raised overall.</p> <p>105 Mrs P Drake, External Governor and Safeguarding Lead Governor, explained that the Annual Review meeting which had</p>	

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106	<p>been planned to take place in October was now due to be completed in February. This would take the form of a self-assessment with the outcome being discussed over a MS Teams meeting.</p> <p><b>Resolved:</b> the Board noted the Safeguarding Annual Report</p>	
107	<p><b>20/188 – Equality &amp; Diversity Update</b></p> <p>Ms Gray provided the Equality, Diversity and Inclusion (EDI) Annual Report and explained that the main EDI event in the period, the Festival of Cultures, had been cancelled due to be held just after the first lockdown commenced. This had been disappointing for all students and staff who had planned to be involved.</p>	
108	<p>There had been changes in the way EDI had been delivered and a remote approach was being taken. The Holocaust Memorial Day event would be held remotely through MS Teams. The event would be broadcast and recorded. It was agreed that Governors would be provided with an invitation to the event.</p>	<p><b>Action: Mrs Taylor-Holmes January 2021</b></p>
109	<p>The Annual Report had been reviewed at the Curriculum, Quality and Standards Committee in November.</p>	
110	<p>Ms S Kauser, External Governor and EDI Link Governor commented that she had attended the recent online Armistice event and that it had been really encouraging to see the level of engagement from staff and students.</p>	
111	<p><b>Resolved:</b> the Board noted the EDI Annual Report.</p>	
112	<p><b>20/189 – Risk Management</b></p> <p>The Board considered the relevant risks allocated to the Board and confirmed that the scores remained accurate.</p>	
113	<p>There had been no significant changes since the full risk register was reviewed by the Board in October.</p>	
114	<p>Governors noted that an additional column for SLT lead had</p>	

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115	<p>been added.</p> <p><b>Resolved:</b> the Board noted the Risk Register.</p>	
116  117	<p><b>20/190 – Chair’s report</b></p> <p>Governors received the Chair’s Report detailing activity undertaken since October 2020</p> <p><b>Resolved:</b> the Board noted the report.</p>	
118	<p><b>20/191 – Dates of future meetings</b></p> <ul style="list-style-type: none"> <li>• Governor Development Day – 5 February 2021, 9.00 to 14.00</li> <li>• Curriculum, Quality and Standards Committee – 11 March 2021 – 17.00</li> <li>• Search &amp; Governance Committee – 18 March 2021 – 15.00</li> <li>• Audit Committee – 18 March 2021 – 17.00</li> <li>• Finance and Resources Committee – 25 March 2021 – 17.00</li> <li>• Corporation Board meeting – 22 April 2021 at 16.45</li> </ul>	

**Signed as a true and accurate record**

*Peter Clark*

**(Chair of Corporation)**

**Date:** 22 April 2021