



**CALDERDALE COLLEGE  
CORPORATION BOARD MEETING**

**Minutes of the Meeting held on 16 December 2021  
at 17.00 via MS Teams**

**Present:**

Peter Clark	Chair of the Corporation / External Governor
Rachel Court	External Governor (from 21/169)
Adrian Furness	External Governor
Jenny Grainger	External Governor
Safia Kauser	External Governor
Richard Laycock	External Governor
John Rees	Principal & Chief Executive
Malcolm Rogers	Vice Chair / External Governor
Paul Waterworth	Staff Governor
Andrew Wright	External Governor
Iqra Zada	Student Governor (appointed 21/165)
Shwana Maulou	Student Governor (appointed 21/165)

**In Attendance:**

Sharon Bowker	Executive Director (Finance and Funding)
Ebrahim Dockrat	Director of Commercial Services and Partnerships
Julia Gray	Vice Principal (Curriculum, Quality & Student Services)
Jane Taylor-Holmes	Clerk to the Corporation
Callum Flannagan	Grant Thornton (item 21/173)
Mike Redfern	Grant Thornton (item 21/173)

**Agenda: *There were changes to the agenda; item 21/173 was taken earlier in the meeting; the minutes reflect the order items were considered.***

<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
	<b>21/165 - Apologies for absence</b>	
1	Apologies were received from, Diane Cothey External Governor, Katherine Disley, External Governor, Pat Drake, External Governor, Richie Dunk, External Governor and Robert Swindells, Staff Governor.	

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2	<p>Apologies were also received from Rob Rawlinson, Director of Operations.</p> <p><b>Student Governor appointment</b></p>	
3	<p><b>Resolved:</b> That Mr Shwana Maulou be appointed as a Student Governor until 31 July 2022.</p>	
4	<p><b>Resolved:</b> That Miss Iqra Zada be appointed as a Student Governor until 31 July 2022.</p>	
	<p><b>21/173 – Financial Statements for the Year Ended 31 July 2021</b></p> <p>5 Governors welcomed Mr C Flannagan and Mr M Redfern from Grant Thornton, External Auditors.</p> <p>6 Mrs S Bowker, Executive Director (Finance and Funding) explained that the draft Annual Financial statements had been considered at the Joint Audit and Finance &amp; Resources Committee on the 25 November 2021. There had been no substantial changes to the figures since this meeting.</p> <p>7 Mr Redfern and Mr Flannagan provided an update to the Board. Mr Flannagan explained that the audit work was now complete. Mr Redfern referred to changes in the Post-16 Audit Code of Practice that clarified that although the ESFA would continue to provide both Corporations and their Auditors with a statement of grant payments made in respect of the funding year, this statement no longer constituted assurance over the funds earned by the College. Additional work had been undertaken to provide the assurance and the confirmation had been received from the ESFA. It was noted that the confirmation provided nothing materially impactful on the accounts.</p> <p>8 Mr Flannagan confirmed that the additional work which was undertaken was in relation to revenue to ensure that the underlying claim was supported and testing had been completed to ensure that the data was reliable.</p> <p>9 All outstanding points had been cleared and the College was in a position to sign. Mr Flannagan explained that there were two items outstanding; the confirmation of no subsequent events and the signed letters of representation.</p> <p>10 Mr Flannagan explained that, as had been confirmed to the Joint Audit and Finance &amp; Resources Committee, no new internal control issues had been raised in relation to the financial year.</p>	

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11	<p>The control recommendations raised in previous years had now all been actioned.</p> <p>Mr Flannagan commented on the smooth audit process and thanked Mrs Bowker and the Finance team for their support.</p>	
12	<p>Mr M Rogers, External Governor and Chair of the Finance &amp; Resources Committee referred Governors to page 179 of the papers which provided the areas of focus for the audit.</p>	
13	<p>Mr Rogers confirmed that the Joint Audit and Finance &amp; Resources Committee meeting had reviewed the draft annual financial statements and were happy to recommend these for approval. It was noted that there were a small number of typographic errors in the report which did not impact on the overall content of the report. These would be amended.</p>	
14	<p>Governors confirmed that there were very pleased to see the clean audit report and that there had been no misstatements identified.</p>	
15	<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 2021.</li> <li>2. Approved the Financial Statements' Auditors Management Letter, Audit Findings and Letter of Representation.</li> <li>3. Approved that Mr P Clark and Mr J Rees would sign off the final annual Financial Statements (with the ability to do this online using Docusign if needed)</li> </ol>	
16	<p>It was agreed that Mrs Bowker would be cc'd into the email confirming that all documents had been signed. Mrs Bowker explained that it was a requirement to submit the Annual financial statements by 31 December 2021.</p>	
17	<p>Mr Flannagan and Mr Redfern left the meeting at this point.</p>	
	<p><b>21/166 – Confirmation of eligibility, quorum and declarations of interest</b></p> <p>18 No notice had been received of any member becoming ineligible.</p> <p>19 The meeting was quorate.</p> <p><b>Register of Interests</b></p> <p>20 Governors reviewed the Register of Interests, Governors agreed to inform Mrs J Taylor-Holmes, Clerk to the Corporation of any</p>	

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21	<p>amendments to the Register of Interests. It was noted that the Register of Interests was published on the website.</p> <p><b>Resolved:</b> the Register of Interests was approved.</p>	
22	<p><b>21/167 – Minutes of previous meetings</b></p> <p><b>Resolved:</b> the minutes of the meeting of 21 October 2021 were approved as a true and accurate record.</p>	
23	<p><b>21/168 – Matters arising</b></p> <p>All actions were complete or on the agenda.</p>	
24 25 25 26 27	<p><b>21/169 – Chief Executive’s report</b></p> <p>Mr J Rees, Principal and Chief Executive presented a report providing an update on key policy issues. In addition to the content of the paper, updates were provided as follows;</p> <p>In relation to the COVID update, Mr Rees confirmed that the students last day of attendance at College was the 16 December 2021.</p> <p>No further guidance had been received from the Department of Education. Face coverings were still required in communal areas along with daily lateral flow testing if identified as a contact of a positive case.</p> <p>There remained uncertainty around the role of the College in identifying potential contacts in the New Year. At the moment this continued to be the responsibility of NHS test and trace. In earlier outbreaks, this responsibility had passed to the College due to the demand on NHS test and trace and the College being aware of student timetables and being able to more easily identify potential contacts. It was noted that this would be more of a challenge now the College was not operating in ‘bubbles’.</p> <p>Mr Rees commented that it was almost impossible to suggest that there would be no more guidance issued. Should there be additional measures introduced to control new variants, it was likely that other changes would be made before there would be full closures of schools and Colleges. In terms of preparation for next term; Mr Rees explained that there had been a number of communications issued to staff and students, asking them to take enough lateral flow tests to test during the Christmas holidays. All students and staff would be reminded to take a lateral flow test before the commencement of the new term.</p>	

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28	It was noted that the SLT would review the position and any new guidance during the Christmas break on New Years eve.	
29	Contingency plans were in place should the College need to move to another mode of operation.	
30	It was agreed that Mr Rees would provide an update to Governors should there be any major changes in guidance or mode of operation.	<b>Action: Mr Rees If needed</b>
31	Mr Rees confirmed that case rates remained low in the College. Case rate data continued to be reviewed.	
32	In relation to the Ofsted Safeguarding Monitoring visit, Mr Rees explained that the draft Ofsted report had been received and the College had responded to matters of factual accuracy. It was noted that the report was less detailed than the key headlines identified within the Chief Executive’s report. The final report was likely to be published at the end of January 2022.	
33	Governors commented that it was helpful that the College was able to capture the level of feedback identified in the Chief Executive’s report.	
34	Mr P Clark, External Governor and Corporation Chair commented that the outcome of the visit was positive and provided good external assurance around how the College responded to safeguarding issues. This was a test of safeguarding processes with a no notice inspection and was a good endorsement of the accuracy of the College self-assessment of safeguarding.	
35	It was noted that where reasonable progress had been identified, this reflected that action was in place but in some cases not fully rolled out. This was still seen to be a positive judgement and the actions were seen to have a significant beneficial impact on students.	
36	Thanks were noted to Mrs P Drake, Safeguarding Link Governor who was able to support the process and contribute by telephone to a meeting with the Lead Ofsted Inspector whilst she was on holiday. Mrs Drake had articulated engagement in and role of Governors in the safeguarding process.	
37	Mr Rees referred to one of the proposals within the White paper and the requirement of the Board to conduct an external Board review on a three-year cycle. It was noted that initial draft guidance had been produced, with the expectation that there	

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	<p>would be final guidance published in Spring 2022. There were a number of options to consider in terms of the timing and how to conduct the review including whether this would be through the use of external consultants, peer review or internal audit. It was noted that this would be considered by the Search and Governance Committee and recommendations would be presented to the Board.</p> <p>38 Ofsted had received additional funding to ensure that full inspections could recommence. From September 2022, all settings would have a full inspection on a three-year cycle, there would be four days allocated for inspection of the College. This may mean that the College is subject to an inspection earlier than had been anticipated.</p> <p>39 Governors received information which provided a selection of student success stories and information on the Tiny Noticable Things initiative. Governors commented on feedback from the new provision at TEC. Mr Rees explained that positive feedback had been received from employers following recent work placements completed by High Needs students. Mr Rees also provided information on the work being undertaken with Northern Rail; work on the graphics and the creation of a South Pennine map had been supported by students. Governors commented that it was pleasing to see the success stories of students and staff.</p> <p>40 <b>Resolved:</b> Governors noted the report.</p>	<p><b>Action: Search &amp; Governance Committee Spring 2022</b></p>
	<p><b>21/170 – College Action Plan</b></p> <p>41 Mr Rees explained that the information on the strategic priority areas had been provided in more detail to the Finance &amp; Resources Committee or the Curriculum, Quality and Standards Committee.</p> <p>42 The Governor Development Day on 11 February 2022 would provide a full update of progress against all of the strategic priority areas. It was noted that many of projects would not commence until early 2022.</p> <p>43 Governors reviewed the summary of projects and the reporting framework.</p> <p>44 <b>Resolved:</b> Governors received and noted the College Action Plan update.</p>	

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<b>21/171 – Self-Assessment Report 2020/21</b>		
45	Ms J Gray, Vice Principal (Curriculum, Quality & Student Services) explained that the whole College Self-Assessment process had been validated and the full version was within the electronic Board paper pack.	
46	Ms Gray provided an update on the process undertaken and the inclusion of Governors throughout the process and in the final validation, which was also supported by an external panel member.	
47	Ms Gray presented a slide detailing information on the business support units self-assessment results. The figures in brackets provided the results from the 2019/20 assessment, to demonstrate progress. It was noted that 2019/20 was the first year when the new self-assessment process had been undertaken in the business support units and there were some areas where the units had previously been unable to grade.	
48	Governors asked what was being done to ensure improvement, particularly in the areas where there had been a self-assessment of requires improvement. Ms Gray commented that managers in those areas were being supported to demonstrate improvement. There was full implementation of the framework to ensure that the quality review was focused on internal and external customers. Significant work had been undertaken to produce the reports and work was ongoing to embed processes to enable improvement in static areas. Support and training was also being offered to ensure that information was captured where there was not enough evidence to support practice.	
49	Governors commented on issues identified in relation to IT and the curriculum areas; Mrs Bowker commented that there was a focus on boosting capacity in IT and reviewing investment in IT. Any IT strategy would be developed in collaboration with curriculum staff and take into account student feedback.	
50	Ms Gray commented that the self-assessment process of curriculum areas continued to be based on the Education Inspection Framework. It was also noted that COVID had impacted on student experience.	
51	Ms Gray explained that Adult Learning programmes had been judged as outstanding as changes during COVID had improved engagement.	
52	Governors reviewed the key judgments provided.	

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53	In relation to behaviour and attitudes; Ms Gray explained that attendance was a key factor in the assessment. This did impact on the assessment as attendance had declined from the previous year and therefore this area was not assessed as outstanding.	
54	Governors asked about the impact of lockdowns on students and whether any issues with social skills were being observed. Ms Gray explained that there had been a higher incidence of low level behaviour issues as a direct consequence of students being unable to socialise and engage with other young people. It was recognised that lockdowns had been very challenging for students.	
55	Mr Rees explained that Ofsted had published a report on the impact and lost learning in relation to student progress. The report had also referenced the reduced opportunity to progress social interactions. As well as the educational agenda and to recognise this, work had been done to significantly improve the tutorial input and explore relevant topics to support students.	
56	Student Governors provided their reflections; Miss I Zada explained that she preferred to be in College learning, this created better focus and engagement and was very different to learning from home. Mr S Maulou explained that he had got used to learning online for the first half of the year. It was noticeable that there was little interaction between students but the teachers encouraged team work and social interaction. Mr Maulou commented that interaction had been getting better and there was more group work.	
57	Governors noted that the Self-Assessment Report had been considered at the Curriculum, Quality and Standards Committee.	
58	<b>Resolved:</b> Governors received the College Self-Assessment Report.	
<b>21/172 Joint Audit and Finance &amp; Resources Committee</b>		
59	Mr Rogers provided a verbal update following the meeting on 25 November 2021.	
60	Mr Roger explained that, along with consideration of the Annual Financial Statements, the Committee had received a presentation from Mrs Bowker on IT. This had been very useful and had provided information on steps being taken by the College in relation to the cyber security risk and IT resource and investment plans.	



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	<p><b>Audit Code of Practice – Regularity Self-Assessment Questionnaire.</b></p> <p>61 Mr Rogers explained that the meeting had also considered the Audit Code of Practice -Regularity Self-Assessment Questionnaire and recommended this for approval by the Board.</p> <p>62 Mrs Bowker explained that the Committee had asked for some changes in relation to Annex B, which was a new section in relation to COVID. Some items within the Corporation response section had been expanded. Mrs Bowker explained that, on approval, this would be submitted to the ESFA with the Annual Financial Statements.</p> <p>63 <b>Resolved:</b> Governors approved the Audit Code of Practice – Regularity Self-Assessment questionnaire 2020/21.</p>	
	<p><b>21/174 – Finance and Resources Committee</b></p> <p>64 Mr M Rogers, External Governor and Chair of the Finance and Resources Committee, provided verbal feedback from the meeting held on 25 November 2021.</p> <p>65 Mr Rogers explained that the Committee had discussed some issues regarding sub-contractor performance. It had been recommended to terminate the agreement with one sub-contractor due to lack of contact. The termination notice had been issued and there was a three-month notice period in place.</p> <p>66 <b>Resolved:</b> Governors approved the Sub-contracting report for non-core provision.</p> <p>67 The Committee had;</p> <ul style="list-style-type: none"> <li>• Received the Estates and IT update and the HR update including staff survey results.</li> <li>• Received an update on recruitment.</li> <li>• Management accounts, noting that performance to date was above budget and this was hoped to continue.</li> <li>• Received an update on the approach to be taken in relation to the College Action Plan and Milestones.</li> <li>• Noted data protection report.</li> <li>• The Committee had reviewed its risks and noted there had been no change.</li> </ul> <p>68 Mr Rees confirmed that the College had received notification that the outcome of the Transformation capital bid would not be announced until March 2022.</p>	

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69	<b>Resolved:</b> Governors received the report from the Finance and Resources Committee.	
70	<p><b>21/175 – Audit Committee</b></p> <p>Mrs R Court, External Governor and Chair of the Audit Committee, provided verbal feedback from the meeting on 25 November 2021</p>	
71	<p>The Committee had;</p> <ul style="list-style-type: none"> <li>• Received the Health &amp; Safety update</li> <li>• Received an update on progress against Internal Audit actions, the Committee had been pleased to see that there were a significant number of items closed.</li> <li>• Received the Internal Audit Annual Report which had provided the highest level of assurance; ‘reasonable assurance’.</li> <li>• Conducted the annual review of performance of the internal auditors. The Committee agreed that performance was good and the relationship effective. The Committee had agreed a set of KPIs to assess against during 2022/23.</li> <li>• Reviewed the Schedule of Policies, Mrs Court explained that there was now greater structure in this area.</li> <li>• Received the Risk Management Annual Report and reviewed the Risk register. Committee members had commended the good progress to enhance the risk management framework and the work done to articulate assurance in the risk register.</li> </ul>	
72	<b>Resolved:</b> Governors received the report from the Audit Committee.	
	<b>Audit Committee Annual Report</b>	
73	Mrs Court presented the Audit Committee Annual Report and explained that the items in red were amendments agreed at the Audit Committee meeting. One further amendment was required at section 4.4 to reflect the approach taken in response to the changes in the Post-16 Audit Code of Practice and the changes around reliance on the ESFA statement of funding. The Audit Committee recommended the Audit Committee Annual report for approval.	
74	<b>Resolved:</b> Governors approved the Audit Committee Annual Report.	

Min. Ref.	Minutes	Actions
75	<p><b>Whistleblowing Annual Report</b></p> <p><b>Resolved:</b> Governors received the Whistleblowing Annual Report.</p> <p><b>Terms of Reference</b></p>	
76	<p>Governors reviewed the amendments to the Audit Committee Terms of Reference noting that that amendments had been recommended by the Audit Committee and reflected changes to the Post-16 Audit Code of Practice.</p>	
77	<p><b>Resolved:</b> Governors approved the Audit Committee Terms of Reference.</p>	
78	<p><b>21/176 – Curriculum, Quality and Standards Committee</b></p> <p>On Behalf of Mr R Dunk Chair of the Curriculum, Quality &amp; Standards Committee, Mr Clark provided feedback from the meeting held on 2 December 2021.</p> <p>It was noted that the Committee had reviewed the following for recommendation to the Board;</p> <ul style="list-style-type: none"> <li>• College Self-Assessment Report 2020/21</li> </ul> <p>For onward presentation to the Board;</p> <ul style="list-style-type: none"> <li>• Safeguarding Annual Report</li> <li>• EDI Annual Report</li> </ul> <p>The Committee had;</p> <ul style="list-style-type: none"> <li>• Received a presentation from the Progress Coaches which had been very interesting and informative.</li> <li>• Discussed in detail the action being taken by the College to more fully understand attendance in Maths and English.</li> <li>• Received the College Action Plan titles and milestones, noting that there would be additional reporting in February at the Governor Development Day.</li> <li>• Received an update on Teaching, Learning and Assessment</li> <li>• Received the Safeguarding report and feedback following the two-day Ofsted Safeguarding Inspection.</li> <li>• 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> </ul> <p>The Committee had approved:</p> <ul style="list-style-type: none"> <li>• The HE Self-Evaluation Document</li> </ul> <p>Mr Clark commented that Committee members were pleased with the improved quality of the HE Self-Evaluation Document.</p>	
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<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
83	<b>Resolved:</b> Governors received the report from the Curriculum, Quality and Standards Committee.	
	<p><b>21/177 – Senior Staff Employment Committee</b></p> <p>84 Mrs J Grainger, External Governor and Chair of the Senior Staff Employment Committee presented the Annual Remuneration Report.</p> <p>85 It was noted that the report complied with the requirements of the Association of Colleges Code of Good Governance.</p> <p>86 The Senior Staff Employment Committee recommended the Annual Remuneration Report and the Terms of Reference for approval.</p> <p>87 <b>Resolved:</b> Governors approved the Senior Staff Employment Committee Annual Remuneration Report.</p> <p>88 <b>Resolved:</b> Governors approved the Senior Staff Employment Committee Terms of Reference.</p>	
	<p><b>21/178 - Search and Governance Committee</b></p> <p>89 Mrs Court, Chair of the Search and Governance Committee explained that the Committee had approved the Search and Governance Committee Annual Report 2020/21, the Confidential Business report and the Search &amp; Governance Committee Terms of Reference for recommendation to the Board by email. A meeting was planned in the New year.</p> <p>90 In relation to the Annual Report; Mrs Court commented that it was pleasing to note that attendance had materially improved which had been supported by the ability to attend meetings remotely.</p> <p>91 The Committee had commenced a significant piece of work in relation to succession planning of Governors due to the tenure of some longer standing Governors coming to the end of their term of office in the coming years. This would also impact on a number of Chairing roles and Committee memberships.</p> <p>92 The Committee would also consider guidance, when issued in relation to external Board effectiveness reviews and would be involved in planning in this area in the future.</p>	

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93	<b>Resolved:</b> Governors received the Search and Governance Committee Annual Report.	
94	<b>Resolved:</b> Governors reviewed the Confidential Business report and noted that there were no changes proposed in relation to the status of confidentiality.	
95	<b>Resolved:</b> Governors approved the Search and Governance Committee Terms of Reference.	
<b>21/179 – Safeguarding Annual Report</b>		
96	Ms J Gray presented the Safeguarding Annual Report and explained that there had been an 18% increase in referrals from the previous academic year.	
97	Ms Gray commented that year on year the College was observing that there were a higher number of females who were reporting safeguarding concerns. This was an area of focus to understand the reasons for the difference in male and female reporting.	
98	Ms Gray explained that staff mandatory training compliance remained very high.	
99	<b>Resolved:</b> Governors received the Safeguarding Annual Report.	
<b>21/180 – Equality &amp; Diversity Annual Report</b>		
100	Ms Gray presented the Equality & Diversity Annual Report.	
101	Ms S Kauser, Equality, Diversity & Inclusion link Governor commented on the work being done to develop EDI activities, the growth of work with external groups and the work being undertaken to embed EDI with tutors. It was noted that student satisfaction data would be reviewed.	
102	Ms Kauser explained that online training had been developed in collaboration with HR to provide a more effective and efficient way of improving staff understanding.	
103	Governors noted the list of forthcoming events and activities planned.	
104	It was noted that the activities would be developed further following student engagement	

<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
105	It was agreed that it would be beneficial for student Governors to join student focus groups as a Governor representative. It was agreed that this would be considered further.	<b>Action: Mrs Taylor-Holmes April 2022</b>
106	Mr Rees explained that one of the recent areas of focus was to engage students in community projects and the possibility of hosting a community engagement event had been discussed. Further information would be provided on how this evolved in terms of expanding community work and encouraging partnerships.	<b>Action: Mr Rees April 2022</b>
107	<b>Resolved:</b> Governors received the Equality & Diversity Annual Report.	
<b>21/181 – Risk Management</b>		
108	Governors considered the risks allocated to the Board and approved the ratings.	
109	Mrs Bowker commented, in relation to capital funding, that the window had opened to apply to a new round of T-level funding, this would be submitted by the March deadline.	
110	In relation to the COVID risk; it was noted that this was currently accurate however, this would be considered and updated if needed should new guidance substantially change the position. The Board would be updated as needed.	
111	<b>Resolved:</b> Governors received and approved the elements of the risk register presented to the meeting.	
<b>21/182 – Chair’s report</b>		
112	Governors received the Chair’s Report detailing activity undertaken since October 2021.	
113	Mr Clark commented that he had been attending regular AoC events; it was reassuring to note that all relevant sector information had been shared with Governors by Mr Rees.	
114	<b>Resolved:</b> Governors noted the report.	
<b>21/183– Dates of future meetings</b>		
115	Governor Development Day – 11 February 2022 – 10am to 2.30pm	

<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
116	<ul style="list-style-type: none"> <li>• Curriculum, Quality and Standards Committee – 10 March 2022 – 17.00</li> <li>• Search and Governance Committee – 17 March 2022 – 15.30</li> <li>• Audit Committee – 17 March 2022 – 17.00</li> <li>• Finance and Resources Committee – 24 March 2022 – 17.00</li> <li>• Corporation Board meeting – 7 April 2022 - 4.45pm</li> </ul>	

**Signed as a true and accurate record**

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**Chair**

**Date:** .....