



**CALDERDALE COLLEGE
CORPORATION BOARD MEETING**

**Minutes of the Meeting held on 20 April 2023
at 16.45 Board Room, Calderdale College and via MS Teams**

Present:

Peter Clark	Chair of the Corporation / External Governor
Rachel Court	Vice Chair / External Governor
Diane Cothey	External Governor
Richie Dunk	External Governor
Richard Laycock	External Governor
David Malone	Principal & Chief Executive
Nazia Mukhtar	External Governor
Malcolm Rogers	Vice Chair / External Governor
Paul Waterworth	Staff Governor
Andrew Wright	External Governor
Claire Chapman	Student Governor

In Attendance:

Andrew Harrison	Vice Principal – Corporate Services
Karl Veltman	Deputy Principal - Quality, Curriculum Development and Student Experience
Ebrahim Dockrat	Director of Commercial Services and Partnerships
Jane Taylor-Holmes	Clerk to the Corporation

Agenda: *There were no changes to the agenda*

Min. Ref.	Minutes	Actions
	23/101 - Apologies for absence	
1	Apologies were received from, Jessica Ainsworth, Staff Governor, Katherine Disley, External Governor, Jenny Grainger, External Governor, Safia Kauser, External Governor and Saad Mahmood, Student Governor. Apologies were also received from Greg Scully, External Governor (appointed 23/103).	
2	It was noted that Mr A Furness had resigned from his position as Governor. Thanks were noted to Mr Furness for his contribution and commitment to the role.	

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3	<p>23/102 – Confirmation of eligibility, quorum and declarations of interest</p> <p>No notice had been received of any member becoming ineligible. The meeting was quorate. Mrs R Court, External Governor declared an interest in those items pertaining to her appointment.</p> <p>Register of Interests</p>	
4	<p>The Register of Interests was reviewed and approved (subject to final amendment by Mr A Wright, External Governor).</p>	
5	<p>23/103 – Search & Governance Committee</p> <p>Appointment of External Governor</p> <p>Resolved: The Board approved the appointment of Mr Greg Scully as External Governor for a first term of four years to 19 April 2027.</p>	
6	<p>23/104 – Minutes of previous meetings</p> <p>Resolved: The minutes of the meeting held on 15 December 2022 were approved as a true and accurate record.</p>	
7	<p>23/105 – Matters arising</p> <p>Governors noted the updates recorded against the matters arising.</p>	
8	<p>Many of the actions were complete, on the agenda or for completion at a later date.</p>	
9	<p>23/106 – Chief Executive’s report</p> <p>Mr D Malone, Principal & Chief Executive presented the report providing an update on key issues. In addition to the content of the paper, updates were provided as follows;</p>	
10	<p>Mr Malone thanked Governors for all their support since he had been appointed.</p>	
11	<p>Mr Malone referred Governors to the weekly SLT bulletins in which he was providing regular communications to staff and Governors. It was noted that the updates had been positively received by Staff.</p>	

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12	Mr Malone referred Governors to the draft Strategic Plan 2023-2026 launch event which had recently been held. Mr Malone thanked those Governors who attended and explained that, along with Governors, around 400 members of staff and stakeholders had attended. All attendees had contributed to the development of the actions arising from the Plan.	
13	Mr Malone explained that the Plan continued to be developed along with actions and explained that the final Plan would be presented to the Board in July.	Action: Mr Malone July 2023
14	Governors were referred to the student success report in Appendix A of the report and explained that, in addition, students had participated in an event at the Minster with MP's discussing faith.	
15	Mr Malone updated Governors on progress in relation to staffing reviews being undertaken in different areas within the College including administration, apprenticeships and Higher Education. Mr Malone commented that a consultation was underway in relation to the External Funding Team to ensure that staffing was appropriate to the level of activity based on ESF funding coming to an end.	
16	Governors received an update on progress in relation to the investment in digital infrastructure. Mr Malone explained that significant investment was planned in new technologies to support the curriculum. As part of the review, a new role had been identified that focused on digital innovation and transformation; a role description had been developed and an update would be provided to a future meeting.	
17	Mr Malone commented on recruitment in relation to the 2023/24 academic year and confirmed that this was higher than at the same point in the previous year. Mr Malone explained that work was ongoing to internally progress students. Mr Malone provided further information on the new adult courses due to be launched including split pathways in Access provision.	
18	In relation to apprenticeships, Governors noted that demand for apprenticeships remained high. Work continued to grow provision in this area and ensure that the quality of education remained consistent.	
19	Mr Malone commented on the recent HE Open day and the work being undertaken on transition and access to HE, particularly as the Leeds Beckett University Business Centre had withdrawn from Halifax.	

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20	Governors agreed that the position regarding recruitment was positive. Mr Malone referred to the comments made in the student survey around communication at the point of application and between application and commencement at the College. Mr Malone commented that additional, regular communication and information was being provided to potential new students to ensure a high conversation rate between applications and enrolment.	
21	Mr Malone explained that a Memorandum of Understanding was now in place in relation to the Health and Care System partnership and the remit had extended to all areas including digital and construction. A meeting was planned to agree key milestones.	
22	In relation to The Engineering Centre (TEC), Mr Malone referred to some quality and communications issues which had been identified and explained the measures which had been implemented. The measures implemented included the employment of new staff, the greater involvement of the quality team and meetings with employers to improve performance. In response to a question from Mr A Wright, External Governor, Mr Malone confirmed that assurance, plans and progress had been shared with employers and interested parties.	
23	Further information was provided in relation to the Industry 4.0 Hub, in particular, the partners involved and the plans in relation to the refurbishment of the premises and the apprenticeship programme. The plans to submit an application to the UK Share Prosperity Fund were also shared.	
24	Mr Malone provided an update on the development of the Local Skills Improvement Plan (LSIP) and the finalisation of the College Accountability Statement. It was noted that the draft would be presented to the May Governor Development session.	Action: Mr Malone May 2023
25	In relation to the introduction of the new digital apprenticeship system; Mr Malone confirmed that a working group had been established to support implementation of the system. The HR digital system would, by the very nature of the type of information being transferred, would take longer to implement.	
26	Governors were pleased to note the progress made in relation to WYCA and the Barclays Bank charge. Mr A Harrison, Vice Principal – Corporate Services confirmed that the letter of comfort and the inter-party agreement was being drafted. Barclays Bank had provided a further extension to the end of August 2023. Mr Harrison confirmed that there would be some	

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27	<p>legal costs incurred on behalf of the College and Barclays Bank. Governors thanked Mr Harrison for the significant amount of work undertaken to resolve the matter.</p> <p>Governors were referred to the capital funding received and noted the allocation resulting from the ONS decision to reclassify Colleges as public sector. It was noted that plans were in place to invest some of the capital in digital in PCs and laptops.</p>	
28	<p>Mr Malone explained that there had been a delay in the introduction of three T-Levels which had been due to commence in September; this had been extremely disappointing as the College had advertised and recruited to the T-Levels. It was hoped that some of the costs incurred by the College in preparing for the launch of the delayed T-Levels could be recovered.</p>	
29	<p>Governors asked for more information on the Health and Care System partnership to be provided at a future meeting.</p>	<p>Action: Mr Malone TBC</p>
30	<p>Governors congratulated all staff and students on the successes recorded within the report.</p>	
31	<p>Resolved: Governors noted the report.</p>	
	<p>23/107– College Action Plan</p>	
32	<p>Mr Malone provided an update on progress made against the College Action Plan.</p>	
33	<p>Mr Malone explained that there had been progress made in relation to the implementation of a Student App; three providers had been identified and demonstrations commenced. The aim of the App was to improve communication and address some issues regarding timetabling and notifications regarding disruption.</p>	
34	<p>Mr R Dunk, External Governor asked about student involvement in the decisions regarding the Student App; Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience explained that there would be student engagement. Mr Veltman explained that feedback had been received from other Colleges who were using Student Apps.</p>	
35	<p>Mr Malone was pleased to report that the new Wi-Fi was due to be installed by the end of May 2023.</p>	
36	<p>In relation to HE and the potential re-direction of HE; Mr Malone informed Governors of current plans to respond to local need and</p>	

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37	a lack of provision in the local area in AAT and CIPD. Mr Malone also referred to the development of new pathways to HE.	Action: Mr Veltman / Quality team 2023/24
38	In relation to the actions arising from Strategic Priority 6 and apprenticeships; Mr Malone confirmed that plans were in place to ensure that the new digital system was in place for new apprentices commencing in the new academic year.	
39	In response to comments from Mr P Clark, External Governor and Chair of the Corporation, it was agreed that questions around careers, the Student App and Maths and English provision would be provided to students are part of the student focus groups held throughout the 2023/24 academic year.	
39	Resolved: Governors received and noted the College Action Plan update.	
	23/108 – Curriculum, Quality & Standards Committee	
40	On behalf of Mrs J Grainger, Chair of the Curriculum, Quality and Standards Committee, Mr Clark provided a verbal update following the meeting on 16 March 2023. It was noted that the draft minutes had been provided in the electronic pack for information.	
41	The Committee had received a Curriculum Spotlight from the Creative and Digital area on project-based learning and had been pleased to receive feedback directly from students.	
42	Committee members had received an update on the success of the mobile phone project.	
43	The outcomes of the learner satisfaction survey had been reviewed. Committee members were pleased to see an improving picture in relation to induction experience and noted the focus on participation.	
44	The Committee had received the complaints report for 2021/22.	
45	The Committee had noted the whole College performance report and had a significant discussion around attendance, the RESET campaign and learners who were at a high risk of not making progress. Mr Clark commented that information on the RESET campaign and updates on attendance figures were provided through the weekly SLT update emails.	

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46	The Committee had received the College Action Plan and noted action being taken in relation to HE, the commercial area and apprenticeships. Committee members had discussed the plans for a digital system to support communication and the pause in delivery in engineering and digital provision.	
47	The Committee had received a platform demonstration of the Quality Improvement Plan (QIP) and the validated self-assessment report for noting. Further work to articulate the definition of the improvement action and the impact within the QIP would be undertaken.	
48	The Committee had received the Curriculum Planning timetable and were pleased to note that this was aligned to the budget planning process.	
49	The Committee had received an update on Teaching, Learning and Assessment and a demonstration of the staff training portal which had been very informative and was a strength of the College.	
50	A Safeguarding update was received along with feedback from the Annual Safeguarding meeting with the Safeguarding Link Governor. It was noted that the feedback had been updated following the student focus groups and was presented to the Board under agenda item 23/112.	
51	The Committee had reviewed risks specifically allocated to the Committee and had approved the nine risks, including those new risks identified following the Governor development day in February 2023.	
52	Resolved: Governors received the report from the Curriculum, Quality and Standards Committee meeting held on 16 March 2023.	
23/109 – Search and Governance Committee		
53	Mrs Court, Chair of the Search & Governance Committee, provided verbal feedback from the meeting on 23 March 2023.	
54	➤ Committee members had considered Board Membership and recruitment activity planned. Mrs Court shared the process and the dates for interview for the positions being advertised by Peridot (Chair Designate, Finance and Resources Committee Chair and Vice Chair and Audit Committee member.)	

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55	<ul style="list-style-type: none"> ➤ The Committee had noted that the Board Development plan had been drafted and would be discussed further between Mr Clark, Mr Malone and Mrs Taylor-Holmes (and integrated into the College Action Plan) and was presented to the Board in draft in the electronic pack. It was agreed that this would be presented to the Board at the next Governor Development session. 	<p>Action: Mrs Taylor-Holmes May 2023</p>
56	<ul style="list-style-type: none"> ➤ Committee members had noted the outcome of the recent EDI review of the Board and the skills audit. Further work would be undertaken to support the Committee identify any gaps and review the EDI data against the 2021 census data. 	
57	<ul style="list-style-type: none"> ➤ The Committee had noted compliance with the current AoC Code of Good Governance and that a new draft of the Code of Good Governance was currently under consultation. 	
58	<ul style="list-style-type: none"> ➤ The Committee had discussed a draft scope and a number of providers to be approached in relation to the external governance review. It remained the intention that the review would take place during 2023/24. The Committee had considered that the scope, in addition to the usual scope might reference the degree of challenge and the experience at the Board and Committee meetings and how time within the meetings is spent to ensure that the balance of items and discussion is in line with the sector. 	
59	<p>Resolved: The Board approved the following; That Rachel Court was re-appointed for a further term of office of one year to 31 July 2024 (taking her total term of office to 9-years)</p>	
60	<p>That the Committee membership register be updated as follows; Mr R Dunk to be removed from Audit Committee, Mr G Scully be appointed to the Audit Committee and that Mrs J Ainsworth be added to the Search and Governance Committee.</p>	
61	<p>Resolved: Governors approved the Committee memberships schedule.</p>	
62	<p>23/110 – Audit Committee</p> <p>Mrs Court, Chair of the Audit Committee, provided verbal feedback from the meeting on 23 March 2023. It was noted that the draft minutes had been provided in the electronic pack for information.</p>	

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63	Mrs Court explained that the Committee had;	
64	<ul style="list-style-type: none"> • Received the Health and Safety update and had noted the involvement of Mr Wright in his role as Health and Safety Link Governor. 	
65	<ul style="list-style-type: none"> • Received the first Business Continuity update report and had been pleased to see the initial work undertaken. The Committee had encouraged testing of scenarios to review how the College might respond and some media training for members of the Senior Leadership team. 	
66	<ul style="list-style-type: none"> • Internal Audit report progress had been noted; additional information had been requested in terms of the potential value of any funding errors identified as part of the mock funding review. Assurance had been provided through the Internal Audit function in relation to the progress of the capital estates project through RIBA stages 1-4. 	
67	<ul style="list-style-type: none"> • Reviewed the progress against audit actions and recommendations; there was very strong compliance with completion dates and for the two actions which were beyond the date for completion, the Committee had discussed the reasons for that and approved the delay in completion. 	
68	<ul style="list-style-type: none"> • Completed the review of performance for internal and external auditors and agreed key performance indicators for 2022/23 subject to inclusion of an indicator in relation to value add. Feedback had been provided to the external auditors in relation to the quality and experience of the audit team provided. 	
69	<ul style="list-style-type: none"> • Received the Schedule of Policies and Annual report 2022/23; there had been a request for an update on those Policies which were beyond the review date at the next meeting. 	
70	<ul style="list-style-type: none"> • Approved the enhancements to the Risk Management Annual Report 2022/23 which had been re-presented following the discussion at the previous meeting. 	
71	<ul style="list-style-type: none"> • Reviewed the risk register and suggested a review of the risk appetite and the scoring and risk description in relation to risk C10. 	
72	<ul style="list-style-type: none"> • Received three assurance reports following an Article 125 audits. 	

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73	Mrs Court also provided an update on progress of the recruitment of the internal audit function following the interviews held on 17 March 2023. Ms Court confirmed that Committee members had approved the appointment of ICCA as internal auditors on recommendation of the interview panel.	
74	Resolved: Governors received the report from the Audit Committee.	
23/111 – Finance and Resources Committee		
75	Mr M Rogers, External Governor and Chair of the Finance and Resources Committee, provided verbal feedback from the meeting held on 30 March 2023	
76	The following were reported to the Board for approval:	
77	<ul style="list-style-type: none"> • The updated list of subcontractors for non-core provision. 	
78	Commercial & Partnerships – The Committee had received the usual sub-contracting report. The Committee had noted the continued challenges from the run-down of EU money and the impact on the future staffing level of the commercial unit. Mr Rogers explained that the decrease in income from this area continued to be offset by a decrease in expenditure.	
79	Estates and IT update – The Committee had received the report and noted that three T-Level bids with a value of around £1.3million had been submitted with an outcome due by Summer 2023.	
80	The College had received a capital allocation of around £850,000 as a result of the ONS decision to reclassify Colleges as public sector.	
81	The Committee had reviewed the PWC project and had received a satisfactory Internal Audit report on the progress of the project to date with a further internal audit report due later in the year.	
82	The Committee had noted the difficulty in authorising payments under the existing delegated authority arrangements. The Committee had decided that for authorisation for payments over and above the current threshold for signature by the Principal and Vice Principal – Corporate Services (£75,000) would be by Peter Chair (Chair) and / or Malcolm Rogers (Vice Chair and Chair	

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	of Finance & Resources Committee) and reported to the Board as part of the Chairs report.	
83	In relation to IT; the Committee noted continued challenges and the progress being made in relation to Wi-Fi improvements.	
84	The Committee had welcomed Katie Walker to the meeting to provide the first sustainability update report. The Committee were pleased to see developments in this area and that progress was being made to finalise the Sustainability strategy.	
85	In relation to the HR update; the Committee received an update on progress to develop the new HR digital system. The Committee had also received and noted the HR internal audit report. The Committee noted that the internal audit recommendations were being addressed and that the digital system would support address some of the areas for improvement. Committee members expressed some concern about mandatory training compliance in Health and Safety and performance appraisals and asked for an update on progress at the next meeting.	
86	The Committee had noted the progress made in relation to the Self-Assessment report – Business Areas and Associated Action plans and asked for an update at the next meeting as there were a number of 'red' rated progress indicators.	
87	In relation to the College Action plan; the Committee had approved the recommendation to implement Aptem as the apprenticeship digital system which would seek to address many of the amber rated items on the plan.	
88	The Committee received the Management Accounts and the financial performance and the reforecast. Committee members were pleased to note the continued outperformance against the original budget and that the reforecast was now suggesting an outturn of around £164,000 against the previous forecast of £98,000. Mr Rogers explained that he had reviewed the draft Period 8 (March) Management accounts which showed continued progress. The overperformance in the adult area had been noted along with the steps taken to increase allocation.	
89	The Committee had received and reviewed the initial Tribal benchmark data and had discussed how some of the efficiency measures appeared to suggest that the College was not as efficient as it could be. The Committee looked forward to receiving a further report with proposals of how the College would address the areas identified. Tribal benchmarking	Action: Curriculum, Quality &

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	information would also be provided to the Curriculum, Quality and Standards Committee.	Standards Committee June 2023
90	The Committee approved the new Treasury Management Policy and were pleased to note the work undertaken and the income that had been generated as a result of placing surplus funds on deposit.	
91	The Committee had approved the Tuition Fees and Refund Policy 2023/24.	
92	The Committee received the data protection update report and noted the good progress being made in improving the College data protection processes.	
93	The Committee received the recommendation from the Audit Committee that there ought to be a risk added in relation to the ONS decision to reclassify the College as public sector; it was agreed that this would be actioned. The Committee discussed the proposed changes to the scoring of two of the risks and approved those. The Committee accepted the risk register as presented.	
94	In relation to the budget in future years and the approach taken when budgeting in July 2022 to record a budget which had a 'requires improvement' financial health grade; Mr Clark asked whether, in response to the improving financial position, the financial grade in future years may change. It was noted that this would be presented to the Board meeting in July as part of the budget.	Action: Mr Harrison July 2023
95	Resolved: Governors approved the Sub-contracting report for non-core provision.	
96	Resolved: Governors received the report from the Finance and Resources Committee.	
	Management Accounts (P7 February 2023)	
97	Resolved: Governors received the Management Accounts noting that these had been reviewed by the Finance and Resources Committee on 30 March 2023.	
	Bank Mandate	
98	Mr Harrison explained that due to significant changes within personnel in both the Senior Leadership team and in the Finance Team and the number of recent changes, Lloyds Bank	

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99	<p>had requested a new bank mandate. It was noted that the recommended bank mandate was in line with the protocol applied to the last mandate and established practice in the sector.</p> <p>Resolved: Governors approved the changes to the Bank mandate for submission to Lloyds Bank.</p>	
100	<p>23/113 – Safeguarding Update</p> <p>Ms N Mukhtar, External Governor and Safeguarding Link Governor presented the Safeguarding Annual Meeting Feedback. Ms Mukhtar confirmed that the meeting reviewed training received by staff, a random selection of safeguarding case reviews and staff files to ensure compliance with recruitment processes and any allegations made against staff.</p>	
101	<p>Since the report had been presented at the Curriculum, Quality and Standards Committee, Ms Mukhtar explained that she had met with a number of students on MS Teams and feedback had been positive. One issue regarding toilet doors had been mentioned and Ms Mukhtar confirmed that she had been assured that the issue had been resolved. Some comments had been made in relation to perceptions of culture by a male student and the student was being supported by Student Services to ensure that any concerns were appropriately dealt with.</p>	
102	<p>Governors confirmed that assurances had been provided in all areas in relation to Safeguarding. It was noted that further assurance had been provided through the Ofsted inspection.</p>	
103	<p>Resolved: Governors received the Safeguarding Annual Meeting Feedback report.</p>	
104	<p>23/114 – Equality & Diversity update</p> <p>On behalf of Ms S Kauser, External Governor and Equality, Diversity and Inclusion (EDI) Link Governor, Mr Veltman provided the update.</p>	
105	<p>Governors were referred to the change to the report; there was a greater focus on cross college initiatives and events and there had been input from the curriculum areas and feedback had been included. This was in response to a request from Governors.</p>	

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106	Mr Veltman confirmed that the reporting in this area would continue to evolve and would include information on student diversity, any gaps in matters such as achievement and attendance and how the College was addressing any identified issues.	Action: Mr Veltman Autumn 2023
107	Resolved: Governors received the EDI update.	
	23/115 - Health & Safety	
108	Mr Harrison provided the report which had been provided to the Audit Committee on 23 March 2023. It was noted that a question had been asked in relation to Mental Health First Aiders and this would be responded to at the next Audit Committee meeting.	
109	Governors were referred to section 13 of the report and the visit Mr Wright had undertaken in his Health and Safety Link Governor role. Governors noted the key observations following the visit and that progress against these would be reported to the Audit Committee.	
110	Resolved: Governors received the Health & Safety update.	
	23/116 – Risk Management	
111	Mr Harrison referred to the paper on risk management and the Risk Register.	
112	Governors were referred to the additional risks which had been allocated to the Curriculum, Quality & Standards Committee following the February Governor Development session.	
113	Mrs Court suggested that it would be useful for Committees to review the risk definition and the rational and reasons why the scores had been provided. It was suggested that the review should take into account the likelihood and impact levels within the risk register.	Action: Committees Autumn 2023
114	Resolved: Governors received the Risk Management update and approved the Risk Register.	
	23/115 – Chair’s report	
115	Governors received the Chair’s Report detailing activity undertaken since December 2023.	

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116	Mr Clark referred to the two items of Chair's action. It was agreed that time was of the essence in relation to the transformation project to ensure that work commenced as soon as possible.	
117	In relation to the ESFA Strategic Conversation, Mr Clark commented that this was a positive meeting and explained that the ESFA was taking a more supportive approach within the sector.	
118	Resolved: Governors noted the Chair's report.	
119	<p>23/116 – Appointment of Vice Chair</p> <p>Resolved: That Rachel Court be appointed as Vice Chair for one year from 20 April 2023 to 31 July 2024.</p>	
120	<p>23/117 – Timetable of meetings 2023/24</p> <p>Resolved: Governors received the Timetable of meetings 2023/24 noting that the date for the joint Audit and Finance & Resources Committee meeting would change and the updated timetable shared at the next Board meeting.</p>	Action: Mrs Taylor-Holmes July 2023
121	<p>23/118– Dates of future meetings</p> <p>Governor Development Day – 12 May 2023, 9.00 to 14.00 Senior Staff Employment Committee – 15 June 2023 – 16.00 Curriculum, Quality and Standards Committee – 15 June 2023 – 17.00 Search & Governance Committee – 22 June 2023 – 15.30 Audit Committee – 22 June 2023 – 17.00 Finance and Resources Committee – 29 June 2023 – 17.00 Corporation Board meeting – 13 July 2023 at 16.45</p>	
122	Governors also received the dates for the diary and information on future events.	

Signed as a true and accurate record

Chair



Date: 13 July 2023