



**CALDERDALE COLLEGE
CORPORATION BOARD MEETING**

**Minutes of the Meeting held on 20 October 2022
at 16.45 via MS Teams**

Present:

Peter Clark	Chair of the Corporation / External Governor
Jessica Ainsworth	Staff Governor
Rachel Court	External Governor
Diane Cothey	External Governor
Jenny Grainger	External Governor
Julia Gray	Interim Principal & Chief Executive
Safia Kauser	External Governor
Richard Laycock	External Governor
Nazia Mukhtar	External Governor
Paul Waterworth	Staff Governor
Andrew Wright	External Governor

In Attendance:

Andrew Harrison	Vice Principal – Corporate Services
Ebrahim Dockrat	Director of Commercial Services and Partnerships
Syed Majid Bokhari	Interim Director of Student Services, Advice & Guidance
Lisa Eaton	Interim Director of Quality
Robin Smith	Interim Director of 16-19 Curriculum
Amanda Tingle	Interim Director of Apprenticeships, Adult and General Education
Jane Taylor-Holmes	Clerk to the Corporation

Agenda: *There were no changes to the agenda*

Min. Ref.	Minutes	Actions
	22/168 - Apologies for absence	
1	Apologies were received from, Katherine Disley, External Governor, Richie Dunk, External Governor, Adrian Furness, External Governor and Malcolm Rogers, Vice Chair / External Governor.	

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3	<p>22/169 – Confirmation of eligibility, quorum and declarations of interest</p> <p>No notice had been received of any member becoming ineligible. The meeting was quorate.</p>	
4 5 6 7	<p>22/170 – Search and Governance Committee</p> <p>Corporation Membership</p> <p>Student Governor appointment</p> <p>Mrs J Taylor-Holmes, Clerk to the Corporation explained that there had been a process undertaken to select student Governor representatives and the proposed candidates had been recommended by the Student Union and the Search and Governance Committee.</p> <p>Resolved: That Ms Claire Chapman be appointed as a Student Governor until 31 July 2023.</p> <p>Resolved: That Mr Saad Mahmood be appointed as a Student Governor until 31 July 2023.</p> <p>Mr P Clark, External Governor and Chair of the Corporation welcomed Ms Chapman and Mr Mahmood to the meeting. Introductions were made.</p>	
8	<p>22/171 – Minutes of previous meetings</p> <p>Resolved: The minutes of the meeting held on 14 July 2022 were approved as a true and accurate record.</p>	
9 10 11	<p>22/172 – Matters arising</p> <p>Governors noted the updates recorded against the matters arising.</p> <p>It was noted that there remained a vacancy on the Search and Governance Committee. Interested Governors were asked to contact the Clerk to the Corporation to express interest. It was noted that this would also be discussed as part of the Governor one to one process.</p> <p>All further actions were complete, on the agenda or for completion at a later date.</p>	

Min. Ref.	Minutes	Actions
22/173 – Chief Executive’s report		
12	Ms J Gray, Interim 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;	
13	Ms Gray commented on the very successful graduation and thanked everyone who attended. The event had been held at the Halifax Minster and the venue had been very welcoming. Three ceremonies had been held and the events had been very well organised. Particular thanks were recorded to Liz Smith, Head of Executive Support & PA to Principal & Chief Executive for her support of the event.	
14	Governors received the staff survey results and noted comments made in relation to the results. The use of York College to administer the survey to enable benchmarking of results within the sector was noted along with the limitations of the survey in relation to the questions set. Ms Gray commented that there were discussions underway around the development of an enhanced wellbeing survey for staff, Governors agreed that this may better enable the College to gather College specific staff information.	
15	In relation to the results, it was noted that some results had improved and some were showing a decline from the previous year’s results. Ms Gray explained that comparator results were not available this year. Staff engagement with the survey was noted and that the framing of the survey did sometimes impact on survey completion. It was noted that further work would be undertaken by the Senior Leadership Team to understand the results and consider areas where staff who completed the survey had reported that they felt less satisfied with the College. It was agreed that further information would be provided to the Finance and Resources Committee in due course.	Action: Finance & Resources Committee TBC
16	Governors commented that some responses were unsurprising particularly in relation to the changes in the Senior Leadership Team and communication. It was noted that there had been a detailed discussion by the Senior Leadership Team and they had agreed to work with the Quality and HR team to develop an action plan. Ms Gray commented that the results had been communicated to all Staff by email.	
17	Ms Gray explained that it was intended that communication would be more active with staff going forward. A new regular staff newsletter (Appendix A) had been launched to replace the regular communication from the Principal which had been in	

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	place during COVID. Meetings had also commenced to reinstate communication with staff in relation to the strategic plan.	
18	Governors commented that staff feedback was important and that smaller more regular pulse surveys might be an option for consideration. It was acknowledged that the cost-of-living crisis and inflation was going to potentially add to challenging times for Staff and that therefore Staff engagement was potentially even more crucial.	
19	Ms Gray referred to the learner recruitment update at section 3 of the report. The year-to-date figures in relation to 16–18-year-old recruitment at the Engineering Centre (TEC) was noted. Ms Gray commented that TEC had recruited six adult students above plan; there was no plan in relation to adult recruitment. It was noted that recruitment to the motor vehicle programme had been very successful with less success on other programmes. Ms Gray explained that staff had been recruited to support areas where there was demand. It was noted that positive recruitment and expansion had been seen in areas where there were staff in place and where the course options had been presented to learners through open days and taster sessions. Governors noted the positive apprenticeship recruitment and that some of this was linked to TEC.	
20	In relation to Strategic partnerships; Ms Gray commented that the health and care system partnership was progressing well and had been embraced enthusiastically. Rather than a physical building and capital investment, work had progressed to create a virtual academy. This was leading to developments such as paid placements to develop skills. It was hoped that this would also help to develop non-clinical experiences for students on other courses.	
21	Ms Gray explained that there had been an opportunity to progress to develop academy places for midwifery; a discipline where there was a significant shortage in the Calderdale area. This was being discussed within Access to Healthcare and FE pathways.	
22	Ms Gray referred to section 4.2 of the report and confirmed that colleagues within the External Funding team had been instrumental in funding success to start the NCFE Immersive Technologies in Assessment Project. It was noted that this was a project for the use of specific virtual reality technology within an NHS setting and that students would benefit. There were three individual partners and the College was the only college who had achieved this funding.	

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23	In relation to the West Yorkshire Manufacturing Services (WYMS) partnership; a formal agreement around the governance structure was now in place and Ms Gray thanked Mr Clark and Mr Wright, External Governor for their support with this.	
24	Ms Gray referred to the success of the bid to the Brighouse Town Fund success and the tender to Made Smarter2.	
25	Ms Gray referred to the policy update within the report and explained that despite lobbying from the AoC any relief against rising energy bills was unlikely to be put in place and there was currently no further Government money to distribute to the sector.	
26	Ms Gray explained that the ONS were currently reviewing the classification of colleges. Ms Gray explained that colleges had been classed as private sector since 2012; if a decision was made to move colleges to the public sector there would likely be some advantages along with some restrictions for the sector. An update would be provided on progress when known. Mr A Harrison, Vice Principal – Corporate Services explained that there may be some negative impact where colleges had cash or land that they wanted to sell, there may also be some restrictions around college operation.	Action: Ms Gray / Mr Harrison December 2022
27	Ms Gray referred to an update paper which was sent as an additional paper to Governors in relation to the response to the consultation into the review of Post-16 Qualifications at Level 2 and below in England. Ms Gray explained that as a consequence of the Skills for Jobs white paper, Level 3 programmes had been reviewed and OfQual had set out the intention to defund Level 3 qualifications. There was consultation around changes to Level 1 and Level 2 qualifications and classroom-based programmes. The review concluded that 3500 qualifications from entry level to Level 2 would be replaced by qualifications that fitted the new framework identified. Section 2.2 of the paper referred to the qualifications that would be developed and how these programmes would be delivered.	
28	It was noted that the College would be impacted though the changes and there would be the need to communicate changes to students, parents and employers. A set of national standards around personal and social effectiveness (PSE) qualifications, would be reviewed and implemented and a further consultation on high needs would be undertaken. Further information would be presented to the Curriculum, Quality and Standards Committee in due course.	Action: Curriculum, Quality & Standards Committee TBC

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29	Governors congratulated all staff and students on the successes recorded within the report.	
30	Resolved: Governors noted the report.	
	<p data-bbox="304 544 791 577">22/174 – College Action Plan</p> <p data-bbox="304 613 1260 719">31 Ms Gray provided an update on progress against the College Action plan and explained that there was good progress being made.</p> <p data-bbox="304 757 1260 824">32 Governors reviewed the summary of projects and the reporting framework.</p> <p data-bbox="304 862 1260 967">33 Ms Gray explained that outstanding matters would be brought forward into the interim strategic plan for 2022/23 and progress against actions identified recorded in the usual way.</p> <p data-bbox="304 1005 1260 1072">34 Resolved: Governors received and noted the College Action Plan update.</p>	
	<p data-bbox="304 1115 1134 1149">22/175 – Interim Strategic Priorities for 2022/23</p> <p data-bbox="304 1184 1260 1323">35 Ms Gray presented the interim strategic priorities for the 2022/23 academic year. Ms Gray commented that these had been discussed at the Governor Development Session on 30 September 2022.</p> <p data-bbox="304 1361 1260 1574">36 Section 2 of the Report provided the strategic priorities approved in July 2022 and section 3 of the Report the proposed strategic priorities. Appended to the report was the presentation given to Governors with full details of the analysis undertaken by the Senior Leadership Team. Page 66 of the Report provided the strategic development challenges and risks.</p> <p data-bbox="304 1612 1260 1825">37 Governors commented on the useful and informative Governor Development session on 30 September and it was noted that there had been a thorough analysis of the strengths and weaknesses and risks associated with the strategic plan. There had been an open and honest discussion around the challenges faced by the College.</p> <p data-bbox="304 1863 1260 1930">38 Resolved: Governors approved the Interim Strategic Priorities for 2022-23.</p>	
	22/176 – Management Accounts July 2022	

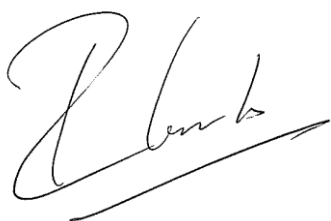
Min. Ref.	Minutes	Actions
39	Mr Harrison presented the provisional year end position at 31 July 2022.	
40	Mr Harrison explained that the second week of the work being undertaken with the external auditors; RSM was underway to finalise the year end position. The likely year-end position would result in an operating surplus (excluding FRS102 notional pension adjustment) of £116,000 which was better than the original approved budget deficit of £153,000.	
41	Mr Harrison explained that although the College had earned less income, this had been offset against expenditure.	
42	It was noted that there would be a likely £2.4million pension adjustment. The Actuary had suggested that the deficit in the pension fund had improved by £19million which had been questioned by the Auditors; an updated report from the Actuary had been requested.	
43	The paper provided budget variances in income, pay and non-pay and a cash outturn of £4.6million.	
44	Mr Harrison explained that the cash figure excluded the £896k held in a separate bank account for the majority of the funds held for student financial support. RSM were expected to require the College to include this in the Statutory Accounts Balance Sheet with an equal and opposite creditor.	
45	Governors asked for feedback in relation to the progress of the new Auditors. It was noted that there had been substantive testing and the position was that the new Auditors generally could not rely on previous Auditors findings. There had been some challenges which would be discussed at the Audit Committee.	
46	Resolved: The Board received the Management Accounts (P12, July 2022)	
	22/177 - Search and Governance Committee	
47	Mrs Court, Chair of the Search and Governance Committee explained that the Committee had held a meeting on 6 October 2022 and recommended to the Board as follows;	
48	<ul style="list-style-type: none"> • The Search and Governance Committee Annual Report 2021/22 • Review of Confidential Business 2021/22 	

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49	The Committee had reviewed the Search and Governance Committee Terms of Reference as part of the Annual Report and no changes were recommended.	
50	The Committee had considered the Committee memberships and it was noted that there remained a vacancy on the Search and Governance Committee.	
51	The Committee had also considered Governor attendance and the impact of the number of additional ad hoc meetings (particularly in relation to senior staff recruitment activity) had been noted. Individual attendance would be discussed with Governors as part of the Governor one to one process.	
52	Mrs Court explained that the Committee had discussed Governor and Board succession planning and that a plan for recruitment had been agreed with a review of skills. Opportunities would be discussed with Governors as part of the Governor one to one process.	
53	The Governor Development plan was reviewed and it was noted that this would be updated with new improvement actions following the completion of the Governor one to one process and the Board effectiveness review.	
54	Mrs Court commented that the Governor one to one process would commence and dates would be circulated to Governors in due course.	
55	<p>Resolved: Governors;</p> <ol style="list-style-type: none"> 1. Received the Search and Governance Committee Annual Report 2021/22. 2. Approved the Search and Governance Committee Terms of Reference 3. Received the Confidential Business Report noting that there were no items to be reclassified from confidential. 	
22/178 – Safeguarding update		
56	Governors received the update on Governor compliance with Safeguarding training.	
57	It was noted that Governors would be contacted and asked to complete training where this was outstanding. Governors were encouraged to complete outstanding training.	
58	The challenges with the current arrangements for notifying Governors when training was outstanding were noted and it was	

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59	<p>noted that this process would be considered by the Search and Governance Committee.</p> <p>Resolved: Governors received the Safeguarding update.</p>	
60 61	<p>22/179 – Equality & Diversity update</p> <p>Governors received the update on Governor compliance with Equality and Diversity training.</p> <p>Resolved: Governors received the Equality & Diversity update.</p>	
62 63	<p>22/180 – Governance Issues</p> <p>Governors agreed to complete and return the Code of Conduct, Declaration of Eligibility and Interests and the Declaration of Fit and Proper persons forms if they hadn't already done so.</p> <p>Resolved: Governors approved the Code of Conduct, Declaration of Eligibility and Interests and the Declaration of Fit and Proper persons forms.</p>	
64 65 66 67 68	<p>22/181– Risk Management</p> <p>Mr Harrison referred to the paper on risk management.</p> <p>It was noted that the Risk Register was last presented to the July Board meeting.</p> <p>It was noted that the Risk Register would be presented to the Board in December after review by the Committees. It was noted that the Risk Register would be updated following the approval of the Interim Strategic Objectives.</p> <p>It was noted that the risks, challenges and opportunities identified at the Governor Development session on 30 September had been set out within the report.</p> <p>Resolved: Governors received the Risk Management update.</p>	<p>Action: Committees / Mr Harrison December 2022</p>
69 70	<p>22/182 – Chair's report</p> <p>Governors received the Chair's Report detailing activity undertaken since July 2022.</p> <p>Mr Clark thanked all Governors, staff, students and stakeholders who had supported the senior staff recruitment processes</p>	

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	<p>undertaken in the year. Recruitment had been made to all posts and the new senior team would be in place in full in early January 2023.</p> <p>71 Mr Clark also thanked Mr Wright, Mr Harrison and Mr Dockrat for their help and support in relation to WYMS.</p> <p>72 Mr Clark commented on the success of the graduation event and the commended the use of the Halifax Minster.</p> <p>73 Resolved: Governors noted the report.</p>	
	<p>22/183– Dates of future meetings</p> <p>74 Audit Committee – 4.30pm, Thursday 24 November 2022 JOINT Audit & Finance Committee – 5.35pm, Thursday 24 November 2022 Finance & Resources Committee - 6.40pm, Thursday 24 November 2022 Senior Staff Employment Committee – 3.30pm, Thursday 1 December 2022 Curriculum, Quality & Standards Committee - 5pm, Thursday 1 December 2022 Board - 4.45pm, Thursday 15 December 2022</p> <p>75 Mr Clark explained that the College was moving into the Self-Assessment Report (SAR) process and Governors would be invited to attend sessions to assess curriculum and business areas. Mr Clark explained that this was a self-evaluation process to identify key priorities for improvement which would form part of an action plan and also would act as a basis for any Ofsted inspection.</p> <p>76 Governors were encouraged to attend meetings where possible.</p>	

Signed as a true and accurate record



Chair

Date: 15 December 2022