



**CALDERDALE COLLEGE
CORPORATION BOARD MEETING**

**Minutes of the Meeting held on 14 December 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
Jenny Grainger	External Governor
Suzanne Griffiths	Staff Governor
Safia Kauser	External Governor
Richard Laycock	External Governor
Suzanne McGladdery	External Governor & Chair Designate
David Malone	Principal & Chief Executive
Naz Mukhtar	External Governor
Greg Scully	External Governor
Martyn Stone	External Governor
Paul Waterworth	Staff Governor
Andrew Wright	External Governor
John-Paul Yates	External Governor
Claire Chapman	Student Governor
Aminah Hashmi	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
Richard Lewis	RSM (item 23/198)
Jane Taylor-Holmes	Clerk to the Corporation

Agenda: *Items were considered in the order recorded in the minutes.*

Min. Ref.	Minutes	Actions
	23/188 - Apologies for absence	
1	Apologies were received from Diane Cothey, External Governor.	

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2	Apologies were also received from Rosalie Green-Kerry, Student Observer.	
3	<p>23/189 – 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	<p>23/190 – Minutes of previous meetings</p> <p>Resolved: The minutes of the meeting held on 20 October 2023 were approved as a true and accurate record.</p>	
5	<p>23/198 – Financial Statements for the Year Ended 31 July 2023</p> <p>Governors welcomed Mr R Lewis, RSM to the meeting.</p>	
6	Mr A Harrison, Vice Principal – Corporate Services explained that the Financial Statements for Year Ended 31 July 2023 had been considered by the Joint Audit and Finance & Resources Committee meeting held on 27 November 2023.	
7	Governors were referred to aspects of the Financial Statements as follows;	
8	There had been a notional pension adjustment which had meant that the pension now was deemed an asset, as when the pension had been deemed a deficit, as this was notional, this had been recorded in the accounts as a zero liability.	
9	There was a strong cash position at year end.	
10	The financial health assessment was referenced at page 203 of the Board pack, the terms of the assessment were noted.	
11	There had been a £400,000 provision within the accounts in relation to the disputed DWP match fund contract. Mr Harrison explained that this was felt to be a prudent approach.	
12	The College had been subject to an ESFA funding audit, the final management letter was awaited. Assurance had been received that there would be no clawback of funds which would enable RSM to finalise their work and finally sign off the accounts. Feedback from the audit confirmed that whilst a small number of data errors had been identified, no funding errors had been identified. The College would request a copy of	

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	the letter to complete the matter and it was agreed that this would be provided to Governors. Governors congratulated the College on the successful completion of the audit.	Action: Mr Harrison When available
13	There had been some adjustment of the debtors and creditors to recognise the transformation fund project. The adjustments didn't impact on the cash position or the position more broadly.	
14	Mr Lewis presented the Audit Findings report and confirmed that the accounts had been prepared in line with FRS102 and the Accounting Statement of Recommended Practice.	
15	The level of debt remained manageable.	
16	It was agreed that the accounts provided a true and fair view of the College position.	
17	The Board were requested to approve the draft Statutory accounts prior to submission to the ESFA (along with the Audit Committee Annual Report, Regularity Self-assessment Questionnaire, completed Finance Record and Letter of Representation from RSM).	
18	The Statement from the Audit Committee had been discussed at the Joint Audit and Finance & Resources Committee meeting.	
19	The College was compliant with the Managing Public Money disclosures.	
20	Mrs R Court, External Governor asked whether the Letter of Representation was standard. Mr Lewis confirmed that this was the standard letter, including reference to Managing Public Money and bitesize guides and a comment in relation to going concern to the end of July 2025.	
21	Mr D Malone, Principal and Chief Executive and Mr Harrison explained that they were able to confirm the representations and sign the letter.	
22	It was noted that should sign off by RSM not be possible (due to lack of formal confirmation from the ESFA in relation the audit completion), Mr Harrison confirmed that the College had applied for, and been awarded, an extension to the deadline date for filing to the end of January 2024.	
23	The impact of potential clawback in relation to the apprenticeship project(s) was noted.	

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24	<p>Resolved: the Board;</p> <ol style="list-style-type: none"> 1. Approved the Financial Statements for the year ending 31 July 2023. 2. Approved the Financial Statements' Auditors Management Letter, Audit Findings and Letter of Representation. 3. Approved that Mr P Clark and Mr A Harrison would sign off the final annual Financial Statements (with the ability to sign electronically) 	
25	<p>23/191 – Matters arising</p> <p>Governors noted the updates recorded against the matters arising.</p>	
26	Mr Malone referred to Mr G Scully, External Governor comment in relation to access student numbers. Mr Malone commented that the report had now been amended to reflect numbers. There were 192 students against a target of 176 and there was a planning January intake.	
27	Other actions were complete, on the agenda or for completion at a later date.	
28	<p>23/192 – Appointment of Vice Chair</p> <p>Resolved: The Board approved the appointment of Mrs J Grainger, External Member as Vice Chair for a period of two years to 13 December 2025.</p>	
29	<p>23/193 – Chief Executive's report</p> <p>Mr Malone presented the report providing an update on key issues. Mr Malone referred to the weekly SLT email bulletins which were received by Governors.</p>	
30	In addition to the content of the paper, updates were provided as follows;	
31	Mr Malone referred to section 5.2 of the report and the progress with the Operational Development Plan. The 6 'P' working groups had been established and had been allocated a number of tasks. First meetings would be held in January 2024. Mr Malone shared the names of those who would be leading on each working group. Mr E Dockrat, Director of Commercial Services and Partnerships commented on the work being undertaken within the Partnerships group and explained that a number of positive	

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	meetings had been held with the hope that these may progress to the introduction of bootcamps.	
32	Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience referred to the work being undertaken in relation to Performance and the review of timetabling and the work to embrace new technologies to support innovation and efficiency.	
33	Mr Harrison referred to the Prosperity working group and the aim to support students to become more prosperous and how the College can improve support.	
34	In relation to the Planet area; Mr Malone explained that the Governor Development Day on 8 February would include a session on sustainability. There was a full staff development day planned on sustainability in March.	Action: Governor Development Day May 2024
35	Mr Malone referred to section 5.4 of the report and the success of the College in the Local Skills Improvement Fund (LSIF) bid. The College had been awarded £1million; £750,000 in capital and £250,000 in revenue (with the revenue funding to be spent by the end of March 2024) for development of Dean Clough to establish a state-of-the-art Digital Creative Hub. The lease on the premises had been agreed and the College had commenced with the ordering of new equipment. Three course areas; esports, TV and Film and production were being explored. Mr Malone referred to the partners and the collaboration with employers which were supporting the project. It was planned that work would be complete to ensure commencement of the new courses in September 2024. It was noted that there were further opportunities for growth.	
36	Mr Malone referred to section 6.1 of the report and the launch of the Employer Advisory Groups in the areas of Engineering and Manufacturing, Health and Care and Construction, Creative and Business and Professional sectors. It was noted that this work with the Groups supported the Accountability Statement and the aim was to include the Groups with curriculum development.	
37	Governors congratulated all staff and students on the successes recorded within the report and commented on the positive opportunities referenced within the Report.	
38	Governors were pleased to receive the letter from the Department of Education in relation to the removal of oversight.	
39	Resolved: Governors noted the report.	

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	23/194 – Student Governor update	
40	Mr P Clark, Chair of the Corporation invited student Governors to provide feedback on their experiences of teaching and learning.	
41	Ms A Hashmi, Student Governor provided feedback that she was content with teaching on her course and that the teaching provided was accommodating to all learning types and included different teaching styles.	
42	Mr Malone commented on the introduction of the new Student App which would allow students to access information on timetabling and allow for more instant communication to and from students.	
43	Ms C Chapman, Student Governor explained that she had been absent from College due to a medical issue however, the College had maintained contact and support during this period.	
44	Mr Clark encouraged Governors to attend the student focus groups and explained that some of the areas of discussion had been influenced by Governors to assist in understanding feedback on particular areas.	
45	It was noted that feedback from the student focus groups would be provided to the Curriculum, Quality & Standards Committee meeting.	Action: Curriculum, Quality & Standards Committee March 2024
46	Resolved: Governors received and noted the feedback from students.	
	23/195 – College Self-Assessment Report	
47	Mr Veltman presented the College Self-Assessment Report 2022-23.	
48	Mr Veltman explained that the report had now been validated and described the process which had been undertaken to draft the report.	
49	In particular, the introduction of new documentation to support curriculum areas to self-assess, the introduction of self-assessment at subject level, faculty level and a new peer review session was noted. Mr Clark commented that it was pleasing to see the new developments and, as he had attended the	

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	validation session, it was also pleasing to see the level of robust challenge and interaction at all levels.	
50	Governors noted that the process had commenced with the sharing of local labour market intelligence and that local skills need and employer feedback was referenced throughout the process. The process was driven by data to ensure that the review process would also support curriculum planning.	
51	Mr Malone explained that the document was currently with graphic designers and would accompany to strategic plan document to present a full picture of the College.	
52	Mr R Dunk, External member asked about the intended audience for the report. Mr Malone commented that the Report was intended for Ofsted, stakeholders such as the Local Council and WYCA and would also be used to evidence impact to support future opportunities.	
53	Mr Clark commented that the report must be the basis for the 2023/24 self-assessment process and there must be clarity on the actions taken and the impact of those actions. Mr Veltman confirmed that the areas identified by the report are being included within the Quality Improvement Plan with milestones, success measures and deadlines. The Quality Improvement Plan would be presented to the Curriculum, Quality and Standards Committee and would be a live document to support and would not be limited to one year.	Action: SLT Autumn 2024 Action: Curriculum, Quality & Standards Committee March 2024
54	The importance of evidence to support progress was noted.	
56	Resolved: Governors received the Self-Assessment Report.	
	23/196 – Joint Finance & Resources and Audit Committee meeting	
57	Mrs R Court, External Governor and Chair of the Audit Committee provided a verbal update following the meeting on 27 November 2023. It was noted that the draft minutes had been provided in the electronic pack for information.	
58	Mrs Court explained that, along with consideration of the Annual Financial Statements, the Committee had received a presentation from Mr J Leiper, IT Manager on IT matters and were encouraged by progress in this area.	
59	Governors received and reviewed the Audit Code of Practice Regularity Self-Assessment Questionnaire (RASQ) 2022/23	

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60	Resolved: Governors approved the Audit Code of Practice Regularity Self-Assessment Questionnaire (RASQ) 2022/23	
	<p>23/197 Audit Committee</p> <p>61 Mrs Court, External Governor and Chair of the Audit Committee, provided verbal feedback from the meeting on 27 November 2023.</p> <p>62 The Committee had;</p> <ul style="list-style-type: none"> • Received the first report on the accuracy of funding data returns and agreed that this would be an annual report. • Received the Health and Safety update • Reviewed progress against Audit recommendations noting that this remained good with action being taken to address the one outstanding action. • Received other assurance reports following an Article 125 ESFA audits and the RSM Sub-Contracting lessons learned document. • Received two advisory Internal reports on income diversification strategy and financial strategy. As a result of both of the audits, no additional areas of consideration were identified. • Received the Internal Audit Annual Report 2022/23. • Received the Whistleblowing, Fraud and Irregularity Annual Report 2022/23. • Reviewed the Risk Register • Received an update on changes to the Post-16 Audit Code of Practice. <p>63 The Committee had reviewed the Committee Self-Evaluation and confirmed that the Committee had discharged all responsibilities under the Terms of Reference and had approved the Audit Committee Schedule of Business.</p> <p>64 Items to be recommended to the Board for approval;</p> <ul style="list-style-type: none"> • Whistleblowing, Policy <p>65 Items to be provided to the Board for information;</p> <ul style="list-style-type: none"> • Whistleblowing, Fraud and Irregularity Annual Report – Mrs Court referred to the extension of the report to include Fraud and Irregularity. • Audit Committee Annual Report 2022/23 – no changes to the Terms of Reference were proposed. • Risk Management Annual Report 2022/23 	

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66	Resolved: Governors received the report from the Audit Committee.	
	<p>23/198 – Finance & Resources Committee</p> <p>67 Mr A Wright, External Governor and Chair of the Finance and Resources Committee, provided verbal feedback from the meeting held on 27 November 2023.</p> <p>68 Commercial and Partnerships - The Committee noted the developments and the budget variations outlined within the report. Committee members had further discussed the potential risk and actions to be taken in relation to the Collaborative apprenticeships projects which could impact up to £350,000.</p> <p>69 Estates and IT Update – The Committee had received an update on progress of the capital project and noted that the project was on time and budget. AA projects attended the meeting and provided an update on progress.</p> <p>70 Committee members approved the FETCF contract variations listed within the report and considered proposal works to be included in a submission to the DfE for the forecast underspend.</p> <p>71 Sustainability Strategy – The Committee approved the sustainability strategy, noting that further information would be presented to a future Governor Development day.</p> <p>72 HR update – received the HR report and noted that the staff pay award had been agreed at the October Board meeting, accepted by the Union and paid to staff backdated to August 2023.</p> <p>73 Financial Performance Report – received the Management Accounts to 30 October presented to the Board. Provision had been made in relation to the DWP apprenticeship hub programme of £338,000, the College was hoping to receive £150,000 of the income.</p> <p>74 Management Accounts – operating deficit of £388,000 to date against a budgeted deficit of £177,000. Committee members noted that the revised forecast outturn was an operating surplus of £500,000.</p> <p>75 The Committee had also received the Data Protection update, feedback from the Annual Strategic conversations in the sector, the College financial forecasting return 2023-25 and reviewed the risks allocated to the Committee with some amendments suggested.</p>	

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76	The Committee was recommending to the Board for approval; <ul style="list-style-type: none"> • Sub-Contracting Report • Framework for setting of pay and conditional for all staff. • Disciplinary Policy • Grievance Policy • Terms of Reference 	
77	Resolved: The Board approved; the Sub-Contracting Report, the Terms of Reference, the Framework for setting of pay and conditional for all staff, the Disciplinary Policy and the Grievance Policy. Management Accounts (P3 October 2023)	
78	Resolved: Governors received the Management Accounts noting that these had been reviewed by the Finance and Resources Committee on 27 November 2023.	
23/199 – Curriculum, Quality and Standards Committee		
79	Mrs J Grainger, Chair of the Curriculum, Quality & Standards Committee provided feedback from the meeting held on 30 November 2023.	
80	For onward presentation to the Board: <ul style="list-style-type: none"> • Safeguarding Annual Report • EDI Annual Report • Terms of Reference 	
81	In relation to the Safeguarding and EDI annual reports; it was agreed that data would be linked to demographic data to assess whether there was anything proportionately unusual.	Action: Mr Veltman Autumn 2024
82	The Committee had reviewed risks specifically allocated to the Curriculum, Quality & Standards Committee and accepted suggested changes to inherent risks. These would be included in the full Risk Register update item to the Board. A review of the risk relating to staffing challenges referencing learning support staff was also discussed.	
83	Mr Veltman provided an update in relation to recruitment to the 12 academic and personal support assistant vacancies. Mr Veltman explained that the College had developed a programme with Job Centre Plus to provide training to those interested in the role. This was an immersive experience and would culminate in a job interview for those participants who completed the programme.	

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84	The Committee recommended that items with links to the wider Committee structure should be included within the Forward Plan for Governor Development Sessions – specifically the Sustainability Agenda and Digital/IT Update at the session in February 2024.	
85	It was agreed that the following would be reported to the Board for information:	
86	<ul style="list-style-type: none"> • Whole College Performance Report reviewed and discussed, including new format and wider remit; • Future performance report data/graphs should commence on zero axis to avoid ambiguity and enable more effective comparisons to be made; • Update on progress with Timetabling Working Group at next meeting in March 2024 • Review of Risk C9 to include greater linkages to risks associated with recruitment of staff; • A Safeguarding Update was received and Committee members noted the revised reporting format, and pressures on staffing resource, with plans to address; • The Committee reviewed its performance against the Terms of Reference and self-assessed as 1-Outstanding. • Focus on Sustainability in the Curriculum and Digital/IT to be transferred to the February Governor Development Session to enable broader discussion across the Committees; • English & Maths Spotlight, and feedback on the trial of the MyDay Student App to be presented to the March Committee meeting; • Focus on the Curriculum Planning process to be presented to the June Committee meeting OR Governor Development Session; • Digital Innovation & IT update to be included on Governor Development Session agenda for February; • Propose to Board that Digital Innovation Update to feature as regular agenda item for both CQS and F&R Committees – this was accepted. 	
87	<p>The Board recorded their appreciation to staff and noted the challenges of additional students.</p> <p>Terms of Reference</p>	
88	Resolved: Governors approved the Curriculum, Quality & Standards Committee Terms of Reference.	

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	23/200 – Senior Staff Employment Committee	
89	Mrs J Grainger, External Governor and Chair of the Senior Staff Employment Committee presented the Annual Remuneration Report.	
90	It was noted that the report complied with the requirements of the Association of Colleges Code of Good Governance.	
91	The Senior Staff Employment Committee recommended the Annual Remuneration Report and the Terms of Reference for approval.	
92	Mrs Grainger commented that the Committee had approved the updated Remuneration Policy (Senior Post-holders and Clerk to the Corporation) and explained that this included reference to the Managing Public Money guidance.	
93	Resolved: Governors approved the Senior Staff Employment Committee Annual Remuneration Report.	
	23/201 – Search and Governance Committee	
94	Mrs Court, Chair of the Search & Governance Committee provided verbal feedback from the meeting on 7 December 2023. The following was reported to the Board for information:	
95	<ul style="list-style-type: none"> Board & Governor Development Plan – updated to reflect comments made and amendment and presented to the Board for information. 	
96	<ul style="list-style-type: none"> Alongside the Corporation membership schedule and considering succession planning, the Committee had reviewed the outcome of the skills audit, discussed the results and had agreed actions in relation to recruitment. Mrs Court commented that there were currently two vacancies on the Board with a further three vacancies before the end of the academic year. Plans were in place to recruit linked to the outcome of the skills audit. 	
97	<ul style="list-style-type: none"> Committee members had received an update on governor compliance with mandatory training and were pleased to note improvement in this area. 	
98	<ul style="list-style-type: none"> Approved; Link Governor protocol subject to amendments and the approach to be taken in relation to the approval of the statement in relation to staff and student involvement. 	

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99	Mrs Taylor-Holmes explained that the Committee had considered a number of documents and approved them for recommendation to the Board;	Action: Board – Governor Development session May 2024
100	<ul style="list-style-type: none"> Committee memberships. 	
101	<ul style="list-style-type: none"> Board and Governor Development Plan – Mrs Court explained that this would be updated following the completion of the one to one process and the external Governance review. It was noted that the outcome of the External Governance review would be presented to the May Governor Development session. 	
102	Resolved: Governors approved the Committee memberships schedule.	
103	Resolved: Governors received the updated Board and Governor Development Plan.	
	23/202 Health & Safety	
104	Mr Harrison provided the report which had been provided to the Audit Committee on 27 November 2023.	Action: Mr Harrison / Audit Committee March 2024
105	The report had also been shared with Mr A Wright, External Governor and Health and Safety Link Governor. Mr Wright had suggested that an external consultant support be provided in H&S in relation to near miss reporting, this would be implemented. It was noted that this would focus on high risk areas such as workshops.	
106	The changes in the Health and Safety team were noted, it was agreed that the new team structure would be reported to the Audit Committee in due course.	
107	Mr Wright commented on the positive improvement in senior staff walkabouts. It was agreed that this was useful and was ensuring that Health and Safety remained on the agenda.	Action: Mr Harrison / H&S team TBC
108	In relation to H&S the idea of a spot check in relation to whether any strangers were on site was suggested, it was agreed that this was a good idea and was likened to the IT penetration testing. It was agreed that this would be considered further.	
109	Resolved: Governors received the Health & Safety update.	

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110	23/203 – Safeguarding Resolved: Governors received the Safeguarding Annual Report 2022/23.	
111	23/204 – Equality & Diversity update Resolved: Governors received the Equality & Diversity Annual Report.	
112	23/205 – Chair’s report Governors received the Chair’s Report detailing activity undertaken since October 2023.	
113	Mr Clark referred to the items of Chair’s action, and the addendum to the report detailing expenditure sign off related to November 2023.	
114	Governors were encouraged to attend the student focus group sessions.	
115	Resolved: Governors noted the Chair’s report.	
116	23/206 – Risk Management Mr Harrison referred to the paper on risk management and the Risk Register. Mr Harrison referred to the updates within the paper from each of the Committees in relation to their consideration of risk relating to the Committees. The Committees were now looking at the risk score and mitigation and how this linked to risk appetite.	
117	Governors were referred to page 376 of the papers and the further enhancements to the risk register agreed by the Audit Committee.	
118	It was agreed that, the developments in the approach to risk had resulted in a more sophisticated register which better enabled conversations about the risks.	
119	Resolved: Governors received the Risk Management update and approved the Risk Register.	
120	23/107– Dates of future meetings <ul style="list-style-type: none"> Governor Development Day – 8 February 2024, 9.00 to 14.00 	

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	<ul style="list-style-type: none"> • Curriculum, Quality and Standards Committee – 14 March 2024 – 17.00 • Search & Governance Committee – 21 March 2024 – 15.30 • Audit Committee – 21 March 2024 at 17:00 • Finance and Resources Committee – TUESDAY 26 March 2024 – 17.00 • Corporation Board meeting –18 April 2024 at 16.45 	

Signed as a true and accurate record

Mr P Clark

Chair

Date:

18 April 2024