



**CALDERDALE COLLEGE  
CORPORATION BOARD MEETING**

**Minutes of the Meeting held on 17 October 2024  
at 16.45 Board Room, Calderdale College and via MS Teams**

**Present:**

Suzanne McGladdery	External Governor & Chair
Jenny Grainger	External Governor
Safia Kauser	External Governor
Richard Laycock	External Governor
Bill Macbeth	External Governor
David Malone	Principal & Chief Executive
Naz Mukhtar	External Governor
Suzanne Dunkley	External Governor
Greg Scully	External Governor
Jenny Stocks	External Governor
Martyn Stone	External Governor
Paul Waterworth	Staff Governor
John-Paul Yates	External Governor
Rosalie Green-Kerry	Student Governor (joined at item 24/149)
Adam Keating	Student Governor (joined at item 24/149)
Harrison Rawson	Student Observer (joined at item 24/149)

**In Attendance:**

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

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

<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
1	<p><b>24/146 - Apologies for absence</b></p> <p>Apologies were received from Diane Cothey , External Governor, Suzanne Griffiths, Staff Governor and Naz Mukhtar, External Governor.</p>	

Min. Ref.	Minutes	Actions
2 3	<p><b>24/147 – Confirmation of eligibility, quorum and declarations of interest</b></p> <p>No notice had been received of any member becoming ineligible.</p> <p>The meeting was quorate.</p>	
4 5 6 7 8 9 10	<p><b>24/148 – Search &amp; Governance Committee</b></p> <p><b>Corporation Membership – Student Governor election</b></p> <p>Mrs J Taylor-Holmes, Clerk to the Corporation explained the process which had been undertaken to obtain nominations from students for the Student Governor positions.</p> <p>Mrs Taylor-Holmes explained that she and Simon Roberts (Learner Services) had met with seven potential candidates and Mrs Taylor-Holmes had provided details of the courses studied by the students and feedback following the meetings to the Principal and Chair (as delegated by the Search and Governance Committee). Proposals were provided to the Student Union for recommendation to the Board for approval.</p> <p>The following was recommended; Rosalie Green-Kerry be recommended for appointment as Student Governor, Adam Keating be recommended for appointment as Student Governor and Harrison Rawson be recommended for appointment as Student Observer, with view to him taking the role of Student Governor during 2025/26 (the second year of her course).</p> <p><b>Resolved:</b> The Board approved the appointment of Miss Rosalie Green-Kerry as student Governor for a first term to 31<sup>st</sup> July 2025 (noting that Rosalie had been the Student observer during 2023/24).</p> <p><b>Resolved:</b> The Board approved the appointment of Mr Adam Keating as student Governor for a first term to 31<sup>st</sup> July 2025.</p> <p><b>Admittance of student observer</b></p> <p><b>Resolved:</b> The Board approved the admittance of as Mr Harrison Rawson as Student observer.</p> <p>Governors welcomed the Student Governors to the meeting and introductions were made.</p>	

<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
11	<p><b>24/149 – Minutes of previous meetings</b></p> <p><b>Resolved:</b> The minutes of the meeting held on 11 July 2024 were approved as a true and accurate record.</p>	
12	<p><b>24/150 – Matters arising</b></p> <p>Governors noted the updates recorded against the matters arising. Mr A Harrison, Vice Principal – Corporate Services explained that the College had received the final management letter, £59,000 of late withdrawals in relation to apprenticeships had been identified. There was an additional £159,000 identified in relation to an approach to pricing. work was ongoing and significant progress had been made contacting employers to obtain retrospective consent. Mr D Malone, Principal &amp; Chief Executive confirmed that the ESFA would cease to exist from March 2025.</p> <p>Governors recorded thanks to the apprenticeship team for work in this area, it was noted that this had been highly labour intensive. It was further noted that employers had generally been very supportive.</p> <p>It was agreed that useful FE acronyms would be circulated to Governors.</p> <p>Mr Malone explained that work had commenced to develop and refresh the student union within the College, Governors would be kept updated with progress. Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience commented on the momentum programme and the enrichment programme and commented that the student union would be used to develop this further.</p> <p>In relation to the action in relation to External Governance review recommendations; Mrs Taylor-Holmes explained that this had been considered by the Search and Governance Committee. The Governor one to one process would commence in early November and feedback from this, along with feedback from the Committee self-assessment reviews would be considered at the Search and Governance Committee meeting in February. It was anticipated that the Governor Development Plan arising from themes from all sources of review would be presented at the February Governor Development Day.</p> <p>Mrs Taylor-Holmes confirmed that the action around Health and Safety Policies would be referred to the Audit Committee meeting on 21 November 2024.</p>	<p><b>Mrs Taylor-Holmes December 2024</b></p> <p><b>Governor Development Day February 2025</b></p> <p><b>Audit Committee November 2024</b></p>

<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
18	Mr Veltman explained that the Self-Assessment report would be include EDI data. The EDI Annual Report would be presented to the Curriculum, Quality and Standards Committee meeting in November 2024.	<b>Curriculum, Quality &amp; Standards Committee November 2024</b>
19	All other actions were complete, on the agenda or for completion at a later date.	
<b>24/151 – Chief Executive’s Strategic Update</b>		
20	Mr D Malone, Principal & Chief Executive presented the report providing an update on key issues.	
21	In addition to the content of the paper, updates were provided as follows:	
22	Mr Malone referred to the discussions held at the Governor Development Day in September and the considerable growth in student numbers. Mr Malone explained that over the last 14 months, the College had grown in 16–18-year-old student numbers by 25%. The 2024/25 intake had planned for a 5-6% increase however, this had been surpassed and the College was currently recording a 12/13% increase. Mr Malone commented that he anticipated figures after 42 days would provide a 10/11% increase on 2023/24 numbers. Governors noted the challenges in some areas where space was an issue, for example in workshop spaces and the positive growth, where the College was reaching its potential in relation to student numbers and provision.	
23	In relation to the growth, Mr Malone referred to the introduction of the Duty Manager role and explained that this had been positive ensuring a speedy response to incidents and instilling good behaviour. Mr Malone commented on the successful implementation of the new Behaviour Policy.	
24	In relation to the capital projects, Mr Malone explained that work was progressing to completion of the room works at PWC, with the majority of the work planned for completion over October half term. Governors commented on the significant improvement of the reception area.	
25	Mr Malone referred to the additional English and Maths delivery and explained that the digital learning had been received well.	

<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
26	Mr Harrison commented that due to the significant increase in student numbers, there may be the opportunity to gain in year growth (this funding was usually lagged). This would not be confirmed until February 2025.	
27	Mr Malone referred to the challenges faced by the increase in student numbers and explained the key areas of pressure within the College, including trades, fabrication and welding. Electrical and multi-skill areas. Mr Malone explained that, due to the increase in numbers and the capacity of the areas, the timetable had been adapted. This has meant that Maths and English provision has also been impacted. Work was ongoing to try and stabilise the timetables.	
28	Mr Malone commented on the significant effort by staff in relation to timetabling and confirmed that the College was looking at other ways to use centralised systems to improve efficiency in relation to timetabling.	
29	Governors were referred to the staffing update; it was noted that there remained some challenges in a number of areas including engineering, construction and electrical.	
30	Miss R Green-Kerry, student Governors asked about the use of agency staffing to cover tutor positions. Mr Malone confirmed that the College continued to use specialised agencies to provide support in areas where recruitment remained a challenge. Mr M Macbeth, External Governor asked whether agency use was in line with the trend at the College. Mr Malone commented that agency use was consistent with the use over the last three years; the College had been an improved stability in the teaching and management team and the majority of areas with a high turnover were in relation to specific areas of concern mentioned above, progress coaches, LSA and administrative roles.	
31	Mrs S Dunkley, External Governor asked about staff turnover and commented on the differences between areas within the College; Mrs Dunkley asked if there had been feedback from exit interviews which would support an action plan to address issues in the areas identified. Mr Malone commented that the College was reviewing progression opportunities for staff as the current staff structure is quite flat. Evidence of the lack of progression opportunities was also a theme through the staff survey results along with staff training and development. Mr Veltman referred to the weekly dedicated time for staff training and development which was currently being implemented. It was noted that this would also include the opportunity for staff health and wellbeing sessions.	

<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
32	Mr Malone commented that the new HR system, iTrent was supporting management with the effective management of sickness absence.	
33	In response to a follow up question from Mrs Dunkley, it was agreed that the average absence per staff member may be a useful indicator to consider, there was also the discussion around work related stress and levels of this (particularly in relation to the 20 colleagues on long term sickness absence). It was agreed that further information would be provided to the Finance and Resources Committee meeting in the HR dashboard.	<b>Action: Mr Harrison / Finance &amp; Resources Committee November 2024</b>
34	Mrs McGladdery referred to a recent DfE draft publication on work related stress which indicated that the FE sector rates were more favourable in this area. It was agreed that, if possible, the final report would be shared with the senior team.	
35	Mr Malone referred to section 2.2 of the report and the positive feedback from all stakeholders including students, staff and employers following the completion of Mill Studios in Dean Clough. It as noted that the project had been completed on time and within budget.	
36	Mr Malone referred Governors to the developments at Motivate to ensure that the building was better utilised and supporting the increasing numbers of plastering students. The developments to the motor vehicle provision were noted and in particular the creation of the new paint room which had further improved the provision and students' skills and experience. It was noted that a portable classroom had been installed where Maths and English and citizenship sessions were taking place which had supported an improvement in attendance.	
37	Mr Malone commented on the Summer capital works which had been undertaken; the majority of the work had now been completed with the new ELS café due to open after half term. In response to a question from Governors, Mr Malone confirmed that the café would be open to all staff and students and would also be used by catering and hospitality students to deliver silver service.	
38	Mr Malone referred to section three of the report and the achievement explaining that R14 had been submitted on 16 October. Of particular note was the overall 16-18 achievement rate of 82.5% and the improvement in Maths and English achievement in terms of numbers of students achieving Maths and English GCSE.	

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39	<p>Mr Malone commented on the decision by Pearson to (with very late notice and after assurances that any change would mirror that in previous years) significantly change grade boundaries. In response to a question from Governors, it was noted that this was linked to the specific 2.0 qualifications aimed at the FE sector and Post-16 students. Mr Malone explained that a number of papers had been submitted for remark (following examples of extremely poor marking) with some success. There had been discussion in the sector and with those Colleges adversely effected by the decision to pursue a legal challenge led by Luminate Group. Mr Malone explained that whilst it was felt unlikely that grade boundary would be retrospectively changed, the focus was on ensuring that this didn't happen again and adversely impact students. There was a discussion around the potential cost of the legal challenge and the risk of this.</p>	
40	<p>Governors approved spend of up to £12,000 towards any legal fees connected with the Pearson challenge in principle should the matter progress. It was noted that Ofqual were involved in the matter and Pearson had offered reduced examination fees for resits.</p>	
41	<p>Mr Malone commented on the national review of Maths and English and that it was believed in the sector that this would result in the change in this area to ensure consistency.</p>	
42	<p>Mr Malone referred to the Momentum programme and the enrichment opportunities available for students. Mr Malone commented that the most popular session was the learn to knit sessions. It was agreed that it was positive to see the staff commitment to supporting the sessions.</p>	
43	<p>Section six of the report included an update on strategic partnerships. Governors noted the successful progress and development of the Health Partnership and the continuation of the Employer Advisory Groups.</p>	
44	<p>Mr Malone referred to the substantive item within the report; <i>addressing the shortage of tutors is essential for the success of West Yorkshire's key industries, where a lack of qualified educators is directly impacting the availability of skilled workers, which may limit that growth.</i></p>	
45	<p>Mr Malone explained that last week the College was around 40% of where the College needed to be in relation to staffing in relation to those challenging to recruit positions. The Combined Authority (WYCA) had called a meeting with employers, Colleges</p>	

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	<p>and other independent training providers to facilitate a discussion and garner support for the challenge. It was noted that pay was a factor for consider, with the College noting that tutors in these areas, at the top of their scale with further enhancements were being paid £42/43,000, apprentices who had completed level 3 were being paid £40,000 in industry. Mr Malone explained that the College was continuing to keep employers updated and work and discuss with employers about opportunities to deliver training and support differently.</p>	
46	<p>In terms of the College response, Mr Malone explained that new terms and conditions had been launched under a campaign with a retention bonus address at the end of the first year. The campaign focused on the benefits of teaching including holidays and pensions. The College was working with employers with links to Leeds Trinity to supply engineering staff to provide a day / week or block of training and education. Three Companies had approached the College with the offer of specific masterclass sessions.</p>	
47	<p>In relation to the enhances pay for the positions, it was noted that there was now a significant differential with other similar positions within the College teaching in different areas. This was having to be sensitively managed.</p>	
48	<p>Mrs Dunkley commented on the feedback from staff around the College being a great place to work and explained that this was an important message to communicate to potential future employees.</p>	
49	<p>Mr Macbeth commented on the importance of employer support and contribution to solving the challenge; to ensure that the employers are focused on their future workforce.</p>	
50	<p>Mrs Dunkley referred to any potential to enter in an agreement to share contractual arrangements between employers and the College to support teaching time as part of substantive roles.</p>	
51	<p>It was agreed that it was important for WYCA to remain within the discussions and it was suggested that a costed programme be developed with a proposal to WYCA for funding to support the wider sector, economy, growth and skills development for young people.</p>	
52	<p>Mrs McGladdery commented that further updates would be reported to the Board providing progress and developments.</p>	<p><b>Action: Mr Malone TBC</b></p>

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53	Mr G Scully, External Governor, commented on the importance of a strategy to support individuals to become teachers, particularly when coming into the sector from industry.	
54	<b>Resolved:</b> Governors noted the report.	
	<p data-bbox="304 539 1260 611"><b>24/152 – Progress update – Organisational Development Plan KPIs</b></p> <p data-bbox="304 647 1260 754">Mr Malone presented the targets in relation to apprenticeships; overall, main campus and TEC and the targets in relation to 16-18 study programmes and financial out-turn.</p> <p data-bbox="304 790 1260 898">It was noted that these would form part of reporting to the Finance &amp; Resources and Curriculum, Quality &amp; Standards Committee meetings.</p> <p data-bbox="304 934 1260 1041">It was agreed that the targets provided were realistic whilst remaining ambitious. It was noted that an update report would be provided to the next Board meeting.</p> <p data-bbox="304 1077 1094 1113"><b>Resolved:</b> The Board received the progress update.</p>	
	<p data-bbox="304 1178 1050 1214"><b>24/153 – Management Accounts – July 2024</b></p> <p data-bbox="304 1249 1260 1319">Mr Harrison provided the management accounts to end of July 2024.</p> <p data-bbox="304 1355 1260 1462">Mr Harrison explained that the accounts showed an outturn operating surplus of £410,000 which was almost exactly in line against the forecast position.</p> <p data-bbox="304 1498 1260 1677">Mr Harrison confirmed that the outstanding issue with the DWP over match funding had been resolved and referred to the remaining outstanding calculated provisions which had been included within the year end position. It was noted that there had been a degree of prudence in the calculation of provisions.</p> <p data-bbox="304 1713 1260 1821">Mr Harrison explained that the key EBITDA adjusted surplus and generated £2million cash hadn't been reduced significantly and had been invested in capital improvements and facilities.</p> <p data-bbox="304 1856 1260 2004">Mr Harrison confirmed that, whilst it is the plan to deliver a proposal at the December Board meeting, the budget did not include a pay award at this stage. Delivery of this intention would be subject to an increase in income or achievement of efficiencies. Mr Harrison explained that there had been some</p>	

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	<p>progress made and there had been a cost saving through the removes of some posts. The team had worked hard to recruit to vacancies early to reduce agency spend. It was noted that it remained the aim to bring a staff pay proposal to the Board meeting in December.</p> <p>65 It was noted that there continued to be a widening gap in teacher salaries following the Government decision to increase teacher pay by 5.5% which was not applied to the FE sector.</p> <p>66 Governors discussed the approach regarding pay as a % of income and this was currently assessed, it was noted that the FE Commissioner target of 65% was a challenge to meet in the current environment due to the lagged funding (growth and investment in year with the income not received until the following year) and in the context of a 6% pay increase in 2023/24.</p> <p>67 It was noted that the target was 75% in sixth form Colleges and had been deemed to be an indicator by the FE Commissioner rather than a KPI.</p> <p>68 Mr M Stone, External Governor asked about cashflow and whether Mr Harrison was comfortable with the cover in year. Mr Harrison explained that cash would decrease in year as the College continued to contribute to capital schemes which were in their completion. The minimum requirement was 25 cash days and the College was significantly above throughout. Mr Harrison confirmed that the three-year cashflow model remained comfortable.</p> <p>69 <b>Resolved:</b> The Board noted that the College had achieved its budget for 2023/24 and would continue with a Good financial health rating.</p>	<p><b>Action: Mr Harrison December 2024</b></p>
	<p><b>24/154 – Student Governor update</b></p> <p>70 Mrs McGladdery invited the student Governors and student observer to provide feedback on their first experiences of the College. All student Governors provided information on the courses they were studying.</p> <p>71 Miss Green-Kerry commented that the freshers fair was good and well attended and had been better than in the previous year. Miss Green-Kerry referred to some personal challenges she had been facing and asked about support available from the College. It was agreed that Mr Malone would meet with Miss Green-Kerry to discuss further.</p>	<p><b>Action: Mr Malone December 2024</b></p>

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72	Mr Malone commented on the significant support available to students in relation to visible and invisible disabilities.	
73	Mr A Keating, Student Governor referred to the taster sessions and confirmed that he had enjoyed these. Mr Keating commented on the timetabling challenges but explained that these had been last disruptive than in the previous year.	
74	Mr H Rawson, Student observer commented that he had found the open days very informative and had been given lots of opportunity to explore and discuss his future career goals. The induction days had been useful and allowed him to meet with staff, as a guide through the recruitment process and as an introduction to the pastoral support available. Mr Rawson explained that he felt reassured that he would get the help needed. Mr Rawson also referred to the challenges with timetabling however, explained that this had been resolved promptly.	
75	Mr Malone thanked students from the feedback and commented that it was positive that the students felt that timetabling issues had been resolved quickly (with the process better than in the previous year).	
76	The Student App had been used to communicate changes quickly to students. Mr Veltman explained that there had been some changes as students were being notified too quickly of changes which had caused some confusion; there had been a move to an overnight update.	
77	Mrs MsGladdery asked how students were notified and updated if they did not have a technology to access the Student App. Mr Veltman confirmed that students were given paper timetables if needed and the College was working with students to support digital inclusions. It was noted that this applied to a very small number of students. Mr Veltman confirmed that the Student App could be accessed via the LRC computers.	
78	<b>Resolved:</b> Governors thanked students and received and noted the feedback.	
79	<p><b>24/155 – Search and Governance Committee</b></p> <p>Mrs McGladdery, member of the Search &amp; Governance Committee (and acting Chair for the meeting) provided verbal feedback from the meeting on 3 October 2024.</p>	

Min. Ref.	Minutes	Actions
80	<p>Resolved for recommendation (on Board agenda)</p> <ul style="list-style-type: none"> <li>• Appointment of Student Governors</li> <li>• Committee memberships</li> <li>• Search &amp; Governance Committee Annual Report – no changes to the Terms of Reference proposed.</li> <li>• Confidential Business – 2023/24</li> </ul>	
81	<p>Committee members had reviewed and approved the Board and Governor Development Plan. This had been reviewed by the Committee and was recommended to the Board that this was closed off. The new Board and Governor Development Plan would be compiled following the completion of the Governor one to one process, discussion with SLT and consideration of the recommendations from the External Governance review.</p>	
82	<p>Alongside the Corporation membership schedule, the Committee had considered succession planning, the Committee had discussed the schedule and noted that discussions would continue to fill any vacant roles as part of the Governor one to one process. Governors nearing the expiry of their term of office were discussed and recruitment actions considered. It was agreed that recruitment action would be paused and would be considered in January 2025 to allow the completion of and analysis of the skills audit feedback. The skills audit would be circulated to Governors in early November 2024.</p>	
84	<p>Committee members had reviewed the attendance data for 2023/24 for submission in the annual financial statements.</p>	
84	<p>Committee members had received an update on governor compliance with mandatory training and had noted that those Governors who were nearing the three-year anniversary of training completion were to be contacted by the HR team for completion.</p>	
85	<p>Committee members had reviewed the plan in relation to the Governor one to ones and the updated paperwork for completion. Mrs McGladdery thanked Governors who had already arranged appointments for a one to one. Mrs McGladdery encouraged those Governors who hadn't arranged an appointment to contact Mrs Taylor-Holmes.</p>	
86	<p>Committee members had approved the Timetable of business for 2024/25.</p>	
87	<p><b>Resolved:</b> The Board approved the updated Committee memberships schedule 2024/25.</p>	

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88	<b>Resolved:</b> Governors received the Search and Governance Committee Annual Report 2023/24 noting there were no proposed amendments to the Terms of Reference.	
89	<b>Resolved:</b> The Board received the updated Board and Governor Development Plan, noting the additional comments made and approved the finalisation of this Plan and noting that the new Plan would be presented to the Board following the completion of the Board and Governor self-assessment process.	
90	<b>Resolved:</b> Governors approved the action to be taken in relation to Confidential Business 2023/24.	
	<b>24/156 – Safeguarding Update</b>	
91	Governors received the update on Governor compliance with Safeguarding training.	
92	It was noted that two Governors were due to complete training and had been contacted via HR and asked to complete training where this was outstanding. Governors were encouraged to complete outstanding training.	
93	<b>Resolved:</b> Governors received the Safeguarding update.	
	<b>24/157 – Equality &amp; Diversity update</b>	
94	Governors received the update on Governor compliance with Equality and Diversity training.	
95	It was noted that two Governors were due to complete training and had been contacted via HR and asked to complete training where this was outstanding. Governors were encouraged to complete outstanding training.	
96	<b>Resolved:</b> Governors received the Equality & Diversity update	
	<b>24/158 - Governance Issues</b>	
97	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.	
98	It was noted that there were not proposed changes to the Code of Conduct.	
99		

Min. Ref.	Minutes	Actions
	<p><b>Resolved:</b> Governors approved the Code of Conduct, Declaration of Eligibility and Interests and the Declaration of Fit and Proper persons forms.</p>	
<p>100</p> <p>101</p> <p>102</p> <p>103</p> <p>104</p> <p>105</p> <p>106</p> <p>107</p>	<p><b>24/159 – Chair’s report and feedback from Governors</b></p> <p>Governors received the Chair’s Report detailing activity undertaken since July 2024.</p> <p>Mrs McGladdery referred to the items of Chair’s action and confirmed that requests for Chairs action were accompanied by clear supporting evidence.</p> <p>Mrs McGladdery thanked Governors and the SLT for their support during her first half term as Chair.</p> <p>It was agreed that Governors would be profiled as part of the monthly SLT newsletter to staff which would be a good opportunity to introduce Governors to staff.</p> <p>Mrs McGladdery, Mrs J Grainger, External Governor and Ms S Kauser, External Governor, who had all attended the graduation ceremony commented on the success of the event and the positive and supportive relationships witnessed between students and their tutors.</p> <p>Mr Malone commented that following the graduation he had been approached by the Chief Executive of the Local Council about supporting the College HE provision as the College was now the only, HE provider in Calderdale. Updates would be provided in due course.</p> <p>Mr Veltman encouraged Governors to attend the forthcoming Student Focus group meetings.</p> <p><b>Resolved:</b> The Board received the Chair’s report.</p>	<p><b>Action: Governors throughout 2024/25</b></p>
<p>108</p>	<p><b>24/160 – Dates of future meetings</b></p> <ul style="list-style-type: none"> <li>• Finance &amp; Resources Committee – Thursday 21 November, 4.30pm – in person</li> <li>• Joint F&amp;R and Audit Committee – Thursday 21 November, 5.35pm – in person</li> <li>• Audit Committee – Thursday 21 November, 6.40pm – in person</li> <li>• Curriculum, Quality &amp; Standards Committee – Thursday 28 November, 5pm – in person &amp; MS Teams</li> </ul>	

<b>Min. Ref.</b>	<b>Minutes</b>	<b>Actions</b>
	<ul style="list-style-type: none"> <li>Corporation Board – Thursday 12 December, 4.45pm – via MS Teams ONLY</li> </ul>	

**Signed as a true and accurate record**

*Suzan McGladdery*

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**Mrs S McGladdery, Corporation Chair**

**Date:** 12 December 2024