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| <b>MINUTES OF MEETING OF THE GOVERNING BOARD<br/>HELD AT 5.30PM ON THURSDAY 6 JULY 2023</b> |
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**Present:** Dr A Birkinshaw (Chair) Mr C Morgan  
 Ms J Atkins Mr R Newall  
 Mrs A Lall (Interim Principal and CEO) Mrs J Rogers  
 Mr D Langton Ms C Thomas

**In attendance:** Mr G Dixon Vice-Principal (Finance and Resources)  
 Mrs A Crabtree (Interim Assistant Principal – Quality)  
 Mr D Bulloch (Interim Assistant Principal – Curriculum)  
 Mr W McGlinchey (Interim Assistant Principal – Curriculum)  
 Mrs J Tracy (Interim Director of Governance)

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|         |                                                                                                                                                                                                                                                                                                        | <b>ACTION</b> |
| M22/253 | The Chair welcomed everyone to the meeting.                                                                                                                                                                                                                                                            |               |
|         | <b>Item 1: APOLOGIES FOR ABSENCE</b>                                                                                                                                                                                                                                                                   |               |
| M22/254 | There were apologies for absence from Professor J Craig, Mr E Drake, Mrs H Kerrick, Mr A Micklethwaite and Mr R Scott.                                                                                                                                                                                 |               |
|         | <b>Item 2: DECLARATIONS OF INTEREST</b>                                                                                                                                                                                                                                                                |               |
| M22/255 | There was a declaration of interest from Mr Chris Morgan in relation to his Director of Education – Employability and Skills with WEA (The Workers’ Educational Association). Mrs Julie Atkins also declared a potential conflict in relation to her role as Deputy Safeguarding Lead.                 |               |
|         | <b>Item 3a: MINUTES OF 30 MARCH 2023 AND 25 MAY 2023</b>                                                                                                                                                                                                                                               |               |
| M22/256 | The minutes of the meetings held on 30 March 2023 and 25 May 2023, along with the confidential minutes of the same meetings (Item 13), were approved.                                                                                                                                                  |               |
|         | <b>Item 3b: REVIEW OF ACTION TRACKER AND MATTERS ARISING ON THE MINUTES</b>                                                                                                                                                                                                                            |               |
| M22/257 | Governors had received the action tracker and noted the updates on previous actions.                                                                                                                                                                                                                   |               |
| M22/258 | The Interim Principal and Interim Director of Governance had reviewed the action tracker and duplicate actions had been highlighted. Updates in relation to Ofsted preparation and the Self-Assessment Report (as per the Away Day in January 2023) were being updated to reflect the latest position. |               |
| M22/259 | <i>M22/174 - Recruitment</i><br>It was noted that a report had been presented to Finance, Resources and Investment Committee and that this action should have been flagged as complete. The action tracker would be amended.                                                                           |               |
|         | <b>Item 4: PRINCIPALSHIP</b>                                                                                                                                                                                                                                                                           |               |
|         | <b>Item 4a: Principalship Report</b>                                                                                                                                                                                                                                                                   |               |
| M22/260 | The Board had received the Principalship report and members noted the content on the key activities in relation to Ofsted, curriculum reform, recruitment, staff engagement and finance and resources which might impact on the College.                                                               |               |
| M22/261 | The Board noted the change in the inspection process and requested that a repeat update session for Governors be provided. As per the action tracker, the Board would be provided with information on the key items, the importance of being able to show impact being noted.                          |               |

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| M22/262 | A letter from the Chief Regulator at Ofqual regarding the 2023 grading arrangements and the national context for results had been circulated to all Board members. The Interim Principal summarised the content.                                                                                                                                                                                    |         |
| M22/263 | A member of the Board asked when decisions on HE course viability would be taken. The Interim Principal stated that this would be in May/June to allow applicants time to make alternative choices.                                                                                                                                                                                                 |         |
|         | <b>Item 5: LEARNING AND TEACHING</b>                                                                                                                                                                                                                                                                                                                                                                |         |
|         | <b>Item 5a: Learning and Teaching report</b>                                                                                                                                                                                                                                                                                                                                                        |         |
| M22/264 | The Interim Assistant Principal – Quality presented the Learning and Teaching report which provided a summary of the key papers discussed at the Learning, Teaching and Assessment Committee meeting on 22 June 2023, and including the key risks. A comparison of the Key Performance Indicators (KPIs) at the same point in the previous year was included.                                       |         |
| M2/265  | The College was asked to explain how attendance was measured and it was confirmed that attendance for those accessing remotely was included. The Board noted that the College was looking to get more detailed information on attendance, and in particular for those areas whose attendance rates were unsatisfactory.                                                                             |         |
| M22/266 | The Chair requested that information be provided on the general Self-Assessment Report (SAR) process, the indication of the analysis of the problems and what was being done to effect improvements. The Interim Principal confirmed that this information was included in the Adult SAR. It was <b>agreed</b> that the draft Adult SAR would be shared with the Chair of the Governing Board.      | AL/AC   |
|         | <b>Item 5b: AEB Update</b>                                                                                                                                                                                                                                                                                                                                                                          |         |
| M22/267 | The Interim Assistant Principal – Curriculum (Mr D Bulloch) presented the paper which covered the current position of the AEB budget against the end of year target, and an update on the initiatives previously reported to the Board.                                                                                                                                                             |         |
| M22/268 | The Vice Principal – Finance and Resources would, at the Board’s request, follow up on any flexibility in the funding rules to avoid clawback, particularly around sub-contracting.                                                                                                                                                                                                                 | VP F&R  |
| M22/269 | The Board noted the information provided and in the discussion regarding distance learning, the College was required to ensure that this was closely monitored and that concerns regarding performance, etc. was followed up swiftly.                                                                                                                                                               |         |
|         | <b>Item 5c: Curriculum Plan 2023-24</b>                                                                                                                                                                                                                                                                                                                                                             |         |
| M22/270 | The Interim Principal presented the report.                                                                                                                                                                                                                                                                                                                                                         |         |
| M22/271 | The Curriculum Plan had been produced following completion of curriculum and business planning. The latter had taken account of an analysis of labour market intelligence, trends in recruitment, feedback and discussions with key stakeholders as well as alignment to local and national strategies. The paper provided an overview of the proposed curriculum and target numbers.               |         |
| M22/272 | The discussion which followed covered the challenges in relation to growth in adult provision and how the curriculum covered technology/digital/ICT, including the impact of devolution. It was <b>agreed</b> that competitor analysis would be undertaken to identify the areas of provision which recruited well. The College was reminded of the request that reports include 3-year trend data. | IAP - Q |
|         | <b>Item 5d: Access and Participation Plan Update</b>                                                                                                                                                                                                                                                                                                                                                |         |
| M22/273 | The Board considered the report which provided information on the key points in relation to access, non-continuation rates and spend. Further support was being planned in 2023-                                                                                                                                                                                                                    |         |

24 to develop student resilience and mental health and well-being. In answer to a question from a member of the Board, information was provided on the delivery timescales of full-time provision at the Aviation Academy.

M22/274 The Board noted that a new Access and Participation Plan would be submitted by the summer of 2024 to start in 2025-26.

**Item 5e: Quality Improvement Plan Update 2022-23**

M22/275 The Interim Assistant Principal – Quality presented the report and the Board noted the summary of the Quality Improvement Plan (QIP), the high risk issues and actions being taken by the College. The paper had been considered by the Learning, Teaching and Assessment Committee.

M22/276 The Board questioned the number of actions which were still flagged as ‘amber’, it being explained that some were still ongoing. It was confirmed that there were no overdue actions. The Board noted the work undertaken to bring about improvement in student attendance and the role of the attendance officer.

**Item 6: FINANCE**

**Item 6a: Financial Position Summary**

M22/277 The Vice-Principal - Finance and Resources presented the financial position summary. The Board noted the information provided in relation to the current cash position and the cash forecast, including that on the FEC target of 25 days. The forecast continued to be monitored weekly by the Vice Principal – Finance and Resources and Finance, Resources and Investment Committee had considered the report in detail.

**Item 6b: Budget 2023-24 and Financial Forecasts 2024-25**

M22/278 The Vice Principal – Finance and Resources presented the report. The Board noted the increase in funding as a result of 16-19 recruitment and was given information on how this would be spent to deliver a better service for students. A pay award had been included in the budget, though it was noted that any award would depend on recruitment and the impact of changes to the National Living Wage.

M22/279 Work was continuing to improve the contribution rate for adult and apprenticeship provision. The Vice Principal – Finance and Resources also informed the Board that the budget did not include any outcome off a T-level application, the result of which was expected imminently.

M22/280 The Chair of Finance, Resources and Investment Committee informed the Board that the budget was challenging but that the risks around the budget were measured and that he was happy to recommend the budget to the Board for approval.

M22/281 The Vice Principal – Finance and Resources then covered the assumptions within the budget, vacancy management and non-pay costs. The adult budget remained the biggest risk and the importance of marketing was again stressed by the Chair of the Governing Board. A discussion on the general College marketing then took place which included free marketing, such as radio, newspaper articles, etc., and the need for all staff to be involved in marketing by attendance at external events, networking, etc. A member of the Committee offered to provide further information to the Interim Principal and Vice Principal – Finance and Resources in relation to equine.

M22/282 Having discussed the report, and noting the recommendation of Finance, Resources and Investment Committee, the Board **approved** the Budget for 2023-24.

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|         | <p><b>Item 6c: Financial Regulations</b></p> <p>The Chair of Finance, Resources and Investment Committee had been unable to attend the Committee meeting at which the Financial Regulations had been discussed and asked that the following amendments be made:</p> <ol style="list-style-type: none"> <li>1. Re 10.3 – that the wording be more explicit in relation Board approval being required in relation to revisions to the revenue and capital budgets regarding the inclusion of any grant funded schemes received during the course of the financial year</li> <li>2. 15.5.2 – ‘minimum’ replaced by ‘maximum’ re monthly limit</li> <li>3. 18.1.3 – new wording added – ‘Any bids made by the College for capital or revenue funding will be notified to the Finance, Resources and Investment Committee’</li> <li>4. 18.1.4 – ‘Projects’ replaced by ‘capital (e.g. T-Level investment grants, Condition improvement grants) and revenue funding projects (e.g. Strategic Development Funds, Local Skills Investment Funds)’</li> <li>5. 26.1 – ‘or the Board of Governors’ added to clarify that the only person who may normally incur legal costs on behalf of the College is the Principal or the Board of Governors</li> </ol> |
| M22/283 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| M22/284 | <p>With the amendments as above, the Board <b>approved</b> the Financial Regulations.</p> <p><b>Item 6d: Craven Rural and Business Skills Centre (CRaBSC) Annual Report and Accounts 2023-22</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| M22/285 | <p>The paper provided the Board with an update on the CRaBSC Ltd of which the College was a member. It was noted that the CRaBSC was not a subsidiary company of the College and it was confirmed by the Vice Principal – Finance and Resources that there was no exposure for the College.</p> <p><b>Item 7: POLICIES AND STRATEGIES</b></p> <p><b>Item 7a: Prevent Strategy</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| M22/286 | <p>The Board considered the proposed Prevent Strategy, noting that it had been discussed by Learning, Teaching and Assessment Committee. The Board noted the proposed amendments and was provided with information on the training which staff undertook.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| M22/287 | <p>The Board <b>approved</b> the Prevent Strategy as recommended by Learning, Teaching and Assessment Committee.</p> <p><b>Item 7b: Employer and Stakeholder Strategy</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| M22/288 | <p>The Board was informed that the Employer and Stakeholder Strategy had been considered by Learning, Teaching and Assessment Committee at its meeting on 22 June 2023 and amendments to the strategy, as requested by the Committee, had been made.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| M22/289 | <p>The Board requested that the Strategy be further revised to take account of the governors’ ambassadorial role and governor links, with Board approval being sought at its meeting on 5 October 2023.</p> <p><b>Item 7c: Sub-Contracting Policy and Fee Schedule</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| M22/290 | <p>The Board considered the Sub-Contracting Policy and Fee Schedule 2022-23, noting the funding and audit requirement to have such a policy in place.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| M22/291 | <p>The Board <b>approved</b> the Sub-Contracting Policy and Fee Schedule 2022-23 as recommended by Finance, Resources and Investment Committee.</p> <p><b>Item 8: ANNUAL ACCOUNTABILITY STATEMENT</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| M22/292 | <p>The draft Annual Accountability Statement had been considered by Learning, Teaching and Assessment Committee and then by the Board at the Briefing meeting, both being</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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|         | held in May 2023. Following those meetings, the draft statement had been amended and also included target numbers for growth against the key priority areas. It was noted that the final Local Skills Improvement Plans (LSIP) reports for West Yorkshire and North Yorkshire had not yet been published.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |
| M22/293 | The final document, once approved, would be submitted to the ESFA by the 31 July 2023 and on the College website by 1 September 2023. The Board requested that Marketing review the document before upload to the College website to improve its look/appeal.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | IP            |
| M22/294 | The Board <b>approved</b> the Annual Accountability Statement as presented, noting that the Chair of the Governing Board would sign the document prior to submission. The Chair gave authority for her electronic signature to be used.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |               |
|         | <b>Item 9: GOVERNANCE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |
|         | <b>Item 9a: Reports from Committees</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |               |
| M22/295 | The Board noted the reports from Search and Governance Committee, Finance, Resources and Investment Committee, Audit Committee and Staffing and Remuneration Committee. The Chair of Finance, Resources and Investment Committee reminded the Board that a meeting had been held on Monday 3 July 2023 to consider the Budget , as covered under Item 6b above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |               |
|         | <b>Item 9b: Written Resolutions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |               |
| M22/296 | The Board noted the information provided on the detail and outcome of the written resolutions which had been circulated since the last Board meeting on 30 March 2023.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |               |
|         | <b>Item 9c: Chair, Vice Chair and Committee Appointments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |               |
| M22/297 | The Board considered the information provided and <b>approved</b> : <ul style="list-style-type: none"> <li>• That the appointment of Dr A Birkinshaw and Mr D Langton as Chair and Vice Chair of the Governing Board respectively be for a term of office to match that as a member of the Board. The Board noted that such appointments had previously been for a one-year period.</li> <li>• The re-appointment of Dr A Birkinshaw as Chair of the Governing Board, Chair of Search and Governance, member of Finance, Resources and Investment Committee, member of Teaching, Learning and Assessment Committee , the term of office of all being to 1 September 2027.</li> <li>• The re-appointment of Mr Langton as Vice Chair of the Governing Board, Chair of Finance, Resources and Investment Committee, member of Staffing and Remuneration Committee, the term of office of all being to 10 October 2027.</li> <li>• The continued Board membership of Mrs H Kerrick, Mrs J Atkins and Mr R Newall on the completion of the 12-month probationary period, the terms of office being as on appointment.</li> <li>• The appointment of Mr A Micklethwaite as a member of Finance, Resources and Investment Committee.</li> <li>• The appointment of Mr R Scott as a member of Search and Governance Committee.</li> </ul> |               |
| M22/298 | Individual members did not vote nor take part in the discussion on their respective appointments, as per the minute above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |               |
| M22/299 | The Chair of the Governing Board asked that Board members give consideration to the appointment of a second Vice Chair and to contact the Interim Director of Governance to express an interest in the role.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Board Members |

M22/300 **Item 9d: Scheme of Delegation**  
The Scheme of Delegation had been updated to show changes to the Committee Terms of Reference as previously approved by the Board in July 2022 and to update the list of policies and strategies timelines for review. Proposed amendments to the Committee Terms of Reference were detailed in the report, the Board noting the consideration being given to combine Staffing and Remuneration Committee and Search and Governance Committee.

M22/301 The Board **approved**:  

1. The Scheme of Delegation, as recommended by Search and Governance Committee.
2. 'Review and approval of the Policy on Non-Audit Services' to be added to Audit Committee Terms of Reference
3. 'and the rules set out in Managing Public Money (MPM) regulations in relation to senior executive pay' to be included in Staffing and Remuneration Committee Terms of Reference
4. 'To monitor and/or approve the policies and/or strategies as detailed in the Scheme of Delegation' to be added to all Committee Terms of Reference.

M22/302 **Item 9e: Governors' Code of Conduct**  
The Board **approved** the Governors' Code of Conduct, as recommended by Search and Governance Committee.

M22/303 **Item 9f: Change of Name of Learning, Teaching and Assessment Committee**  
The Board **approved** the change of name of Learning, Teaching and Assessment Committee to Quality and Curriculum Committee, as recommended by Search and Governance Committee.

M22/304 It was noted that the Scheme of Delegation, Meeting Dates and Schedule of Business for 2023-24 would be updated to reflect the change of name. *Post meeting update: Action completed.*

M22/305 **Item 9g: Draft College Self-Assessment Report**  
The Chair of the Governing Board explained the proposed involvement of Governors in the self-assessment process, including that of the curriculum Self-Assessment Reports.

M22/306 The schedule of meetings of the curriculum SAR meetings as included in the paper would be sent out to Board members, who would then inform the Interim Director of Governance on those meetings they would wish to attend. *Post meeting update: Email sent 13 July 2023.*

M22/307 **Item 9h: Board/Committee Meeting Dates and Schedule of Business 2023-24**  
The Board **approved** the Board/Committee Meeting Dates and Schedule of Business 2023-24, noting that both documents would be updated to reflect the change of title of Learning, Teaching and Assessment Committee to Quality and Curriculum Committee and to include any required changes to content.

M22/308 **Item 10: RISK MANAGEMENT**  
**Item 10a: Strategic Risk Register and Action Plan**  
The Vice Principal – Finance and Resources presented the report which provided the Board with an update the strategic key performance indicator (KPIs) and the actions being taken. As requested by the Board, a new risk relating to the ONS reclassification had been added. The Board noted that a review of the risk register would shortly be undertaken by the Vice Principal – Finance and Resources.

Interim DG

Interim Director of Governance/Board Members

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| M22/309                  | <p><b>Item 10b: Internal Audit Strategy 2023-24</b></p> <p>The Board <b>approved</b> the Internal Audit Strategy 2023-24 as recommended by Audit Committee, the fee being as agreed on initial appointment.</p>                                                                                                                                                                                        |
| M22/310                  | <p><b>Item 10c: External Audit Strategy 2022-23</b></p> <p>The Board <b>approved</b> the External Audit Strategy 2022-23 as recommended by Audit Committee, the fee being as included in the Strategy document. The Vice Principal - Finance and Resources confirmed that the increased fee represented value for money.</p>                                                                           |
| M22/311                  | <p>As also recommended by Audit Committee, and as covered in the Report from the Chair of Audit Committee considered at Item 9a, the Board <b>approved</b>:</p> <ol style="list-style-type: none"> <li>1. The reappointment of Armstrong Watson as External Auditors for a further 2 years</li> <li>2. To go out to tender for Internal Audit to commence from 2024-25.</li> </ol>                     |
| M22/312                  | <p><b>Item 11: REVIEW OF MEETING</b></p> <p>Governors reviewed the effectiveness of the meeting, noting the continuing financial challenges and the work to be undertaken by the College around marketing. The Chair of the Governing Board requested that sufficient time for discussion on the finances, marketing and the reforecast be allowed in the October and December Board meetings.</p>     |
| M22/313                  | <p>Board members agreed that they had all the information needed to participate fully in discussion, that the issues discussed were appropriate, that they had had enough time for thorough debate, that all decisions had been made in an appropriate manner and that there were no new risks which the Board felt needed to be addressed nor any other risk changes that had not been discussed.</p> |
| M22/314                  | <p><b>Item 12: DATES OF NEXT MEETINGS</b></p> <p>It was noted that the next meetings would be held on:</p> <ul style="list-style-type: none"> <li>• Thursday 21 September 2023 (Board Briefing) at 5.30pm – via Teams</li> <li>• Thursday 5 October 2023 at 5.30pm – Ingleborough Board Room (I1.10)</li> <li>• Thursday 7 December 2023 at 5.30pm – Ingleborough Board Room (I1.10)</li> </ul>        |
| M22/315                  | <p>Staff Governors and College staff, with the exception of the Interim Principal, the Vice Principal - Finance and Resources and the Interim Director of Governance left the meeting.</p>                                                                                                                                                                                                             |
| M22/316                  | <p><b>Item 13: CONFIDENTIAL ITEM: PART 2: CONFIDENTIAL MINUTES</b></p> <p>The Board had approved the confidential minutes from the meetings held on 30 March 2023 and 25 May 2023 as previously minuted.</p>                                                                                                                                                                                           |
| M22/317<br>to<br>M22/318 | <p><b>Item 14: CONFIDENTIAL ITEM: PART 3:</b></p>                                                                                                                                                                                                                                                                                                                                                      |
| M22/319                  | <p>The meeting closed at 7:47pm.</p>                                                                                                                                                                                                                                                                                                                                                                   |