

**MINUTES OF THE MEETING OF THE CORPORATION MEETING
HELD: Thursday 11 July at 16:00 hours in 4F07 DHB Boardroom**

Present:	In Attendance:
Paul Birtles (Chair)	Sarah Cooper (Director of People Services)
Billy Khokhar	Chris Malish (Vice Principal Finance & Corporate Services)
Emmanuel Osei Boateng (Via MS Teams)	Marc Gillham (Chief Information Officer)
Lendy Ho	Sarah Applewhite (Vice Principal Quality, Teaching & Learning)
Adam Faisal	Sarah Towan (Vice Principal Reputation & Communications)
Tiffany Lythgow (Via MS Teams)	Liz Leek (Senior Executive Advisor) (Via MS Teams)
Richard Woods	Allison Booth (Clerk)
Barbara Mangan	Rachel Henry (Assistant Clerk)
Sharon West	Wendy Stanger (Consultant – External Board Review) (Via MS Teams)
Lynette Leith (Via MS Teams)	
David Fearnley	
Umar Rafique	
Gavin Hamilton	
Tony Bullock	
Observing	
Maqadas Bashir	
Apologies	
Chris Webb (CEO)	
John Williams (Chair)	
David Merrett	
Bulbul Barrett	
Asa Gordon	
Fiona Thompson	
Alina Khan	

The quorum was 8 governors

L/J Denotes the time a Governor left/joined the meeting

Item		Action
1.	Chair's Welcome and Introductions	
1.1	The Chair welcomed Maqadas Bashir, Gavin Hamilton and Tony Bullock to their first Corporation meeting.	
1.2	The Chair gave thanks to the SLT for all of their hard work across the academic year, advising that their endeavours were recognised and much appreciated.	

External Board Review		
2.	External Board Review	
2.1	<p>Wendy Stanger (Consultant – External Board Review) thanked everyone who had taken part in the Review and for the welcome and support. An outline of the External Board Review was provided.</p> <p>The overall conclusion of the report was:</p> <p><i>There is evidence the Board is proficient and has some impact on college strategy, effectiveness, and outcomes.</i></p> <p>Members were advised that this should not be seen as a grading but as an assessment of the Board’s current impact and evidence of its effectiveness. A summary of the strengths and areas of development was provided on board composition, structure and interaction.</p> <p>The Chair thanked Wendy Stanger for her time.</p> <p>The Clerk advised that the actions from the Recommendations and Action Plan would be delegated and the action tracker would then be RAG rated to allow monitoring across the various areas. The action plan would be presented at the next Corporation meeting.</p> <p>An overview of the External Board Review would be published on the College website, along with the action tracker.</p> <p><i>WS/L</i></p>	
Housekeeping		
3.	Apologies for Absence, Disclosures of Interest and Written Resolution(s), Chairs action and use of the seal	
3.1	Apologies were noted for John Williams, Chris Webb, Bulbul Barrett, Fiona Thompson, David Merrett, Alina Khan and Asa Gordon.	
3.2	There were no disclosures of interest.	
3.3	<p><u>Written Resolution(s)</u></p> <p>A Written Resolution was passed on 26 June 2024 appointing Shahnaz Anwar as an independent governor for a term of four years and also joins the Quality & Standards Committee in October 2024.</p>	

<p>3.4</p> <p>3.5</p>	<p>A Written Resolution was passed on 26 June 2024 appointing Kimberley Rape as an independent governor designate for a term of four years and also joins the Audit Committee in November 2024.</p> <p><u>Chairs Action</u></p> <p>There had been no use of the Chairs action since the last meeting.</p> <p><u>Use of the Seal</u></p> <p>The seal was applied and authenticated by Lendy Ho and Chris Malish (VPF&CS) on 12 June 2024 to sign:</p> <ul style="list-style-type: none"> • IQSA (Athena) Ltd & Bradford College- Counterpart Scaffolding License. <p>The seal was applied and authenticated by John Williams (Chair) and Chris Webb (CEO) on 3 July 2024 to sign:</p> <ul style="list-style-type: none"> • West Yorkshire Combined Authority & Bradford College Multiply Grant Funding agreement 24/25 • West Yorkshire Combined Authority & Bradford College AEB - Funding Agreement 24-25 • West Yorkshire Combined Authority & Bradford College- Free Courses for Jobs- Funding Agreement 24-25 	
<p>4.</p> <p>4.1</p>	<p>Minutes of the meeting held on 23 May 2024</p> <p>The minutes of 23 May 2024 including the confidential annex were approved as an accurate record to be signed by the Chair.</p>	
<p>5.</p> <p>5.1</p>	<p>Matters arising</p> <p>The Matters Arising Report was reviewed:</p> <p><i>11.9- The Clerk to consider training for Governors on the new AoC Code – The Clerk would look into what training was available in the Summer and would report back to the Search and Governance Committee in September.</i></p>	
<p>Values</p>		
<p>6.</p> <p>6.1</p>	<p>Values</p> <p>The VPF&CS advised that over the last year, work had been undertaken to review and consult on the current College values,</p>	

	<p>with a view to either revising them or to consider if they should remain the same.</p> <p>While it was recognised that the values were of vital importance and would support the College to become outstanding, it was acknowledged that few could fully recall the current values and that there was little understanding on how they were demonstrated.</p> <p>Therefore, a slight refinement of the values was being recommended, with a supporting values statement and the associated behaviours that would demonstrate how they could be lived/role modelled. The revised values being:</p> <ul style="list-style-type: none"> • Trustworthiness • Inclusivity • Excellence 	
6.2	<p>Q. What changes are we expecting to see after the values are rolled out and how will impact be measured?</p> <p>A. We will be embedding the new values into the PDR process and therefore improvement should be seen in all our metrics and over time, drive forward our strategic plan.</p>	
6.3	<p>Q. What will make these values different? How will stakeholders connect with them?</p> <p>A. The staff survey and conversations within PDRs will focus on the expected behaviours linked with the revised values and how these have been demonstrated. This has not been done previously. The new values have a connected statement which adds clarification and allays any uncertainties over meaning.</p>	
6.4	<p>Q. How will management drive this?</p> <p>A. Once the values have been approved, the SLT will propose a design for roll out and implementation.</p>	
6.5	<p>Members had an in-depth discussion on how to foster further engagement with the values, learning from experience and how this would be measured going forward. A plan of how the revised values would be rolled out was requested.</p>	
6.6	<p>ACTION: The VPF&CS to bring an update on the revised values and the plan for roll out to the next Corporation meeting.</p>	VPF&CS
6.7	<p>RESOLVED: That the revised values are approved.</p>	

Effective Governance (SR2, SR8, SR9)		
7.	Link Governor Visit – Reputation & Community	
7.1	The Link Governor emphasised the importance of the Link Governor scheme in providing opportunities for Governors to gain insight into areas of interest within the College. The value of visits in demonstrating Governor’s investment into College activities was also highlighted.	
8.	Data dashboard	
8.1	The CIO presented the 23/24 dashboard advising that it provided the current position on Q3, with no significant changes to note.	
8.2	<p>The proposed 24/25 dashboard was also presented which reflected changes in metrics made through the Strategic Plans. Q1-3 data had been included with metrics that had remained unchanged.</p> <p>Members discussed the need to have data in the dashboard that reflected the previous years close out figures to enable clarity on why various targets had been set for 24-25. The following updates were also requested:</p> <ul style="list-style-type: none"> • <i>Increase recruitment of women into STEM subjects – Increase by 5% - data would be input to provide context to the increase.</i> • A metric to be added to SO4 to measure the effectiveness of developing an employee brand. 	
8.3	The CIO advised members that where targets had previously been greyed out for a particular quarter, a RAG rating would now be provided using all data sources available at the time in order to better monitor progress.	
8.4	ACTION: CIO to action the proposed updates to the 24/25 dashboard.	CIO
8.5	Members agreed that examining the trajectory of targets within the dashboards over a specific period (longer than one year) would be helpful to understand the progress made. The VPF&CS suggested that this could be added to the agenda of the Strategic Planning Event to facilitate further scrutiny and discussion.	
Governance 2024/25		
9.	Schedule of Business 2024/25	

9.1	The Corporation reviewed the Schedule of Business which covered each committee and Corporation meeting for the coming academic year.	
9.2	RESOLVED: The 2024-25 Schedule of Business is approved.	
Committee Reports		
10.	Extra Search & Governance Extraordinary Committee – 20 June 2024	
10.1	The Vice Chair provided an update on:	
10.2	a) Draft minutes of the meeting – 20 June 2024 These were included in the pack for information and background.	
10.3	b) Strategic Objective - To be a truly inclusive college The VPEDI&SE had taken the S&G Committee through the key deliverables. S&G members had agreed the plan and were recommending it to the Corporation for approval.	
10.4	Q. Can we link the values set out for students in SO1 with the revised college values? A. The VPF&CS will take an action to consider aligning the revised values with those set out in SO1.	
10.5	ACTION: The VPF&CS to consider aligning the revised College values with the values set out in SO1.	VPF&CS
10.6	RESOLVED: That the Strategic Objective- to be a truly inclusive college is approved.	
10.7	c) Governor’s Strategic Planning Event The Committee had commenced discussions on planning for the January 2025 Governor’s Strategic Event. A number of potential topics and speakers had been identified: <ul style="list-style-type: none"> • College Effectiveness, including Governor and Governance Effectiveness and Leadership Effectiveness – speakers from other outstanding institutions or leaders in their field / Active Support from FEC or ETF. • The changing political landscape and how this will affect policies that will, in turn, impact the College – WYCA. • The revised strategy for FE under a new Government 	

	<ul style="list-style-type: none"> Bradford’s future employer needs with skills focus – Local Combined Authority. Political landscape – A speaker from the UN Global Compact or the Tony Blair Institute for Global Change (TBI) / Tracy Brabin (Mayor of West Yorkshire) / Susan Hinchcliffe (Leader of Bradford Council) / Lorraine O'Donnell (the new CEO of Bradford Council). <p>Members had agreed that Hollins Hall had been an ideal location for the Strategic Planning Event last year in terms of convenience and the excellent service provided and suggested it be considered again.</p> <p>The Chair encouraged members to send any further suggestions/ ideas on to the Clerk.</p>	
<p>11.</p> <p>11.1</p> <p>11.2</p> <p>11.3</p> <p>11.4</p> <p>11.5</p>	<p>Quality & Standards Committee 27 June 2024</p> <p>The Chair of the Quality & Standards Committee provided an update on:</p> <p>a) Draft Minutes of meeting – 27 June 2024</p> <p>These were included in the pack for information and background.</p> <p>The Q&S Chair advised that the draft Q&S minutes demonstrated the level of scrutiny by the Committee over all 3 Strategic Objectives. There had been a few suggested changes made, which had since been implemented and were in the data presented to the Corporation. Q&S members had commended the Executive on the quality of the Strategic Objective data that had been presented. The 3 strategic objectives were recommended to the Corporation for approval.</p> <p>b) SO2-To deliver a curriculum that meets the needs of students, employers and our community strategic Action Plan</p> <p>Strategic objective 2 had been developed to ensure the curriculum continued to meet/exceed the needs of learners, employers and the community and was a mixture of existing targets.</p> <p>RESOLVED: That the Strategic Objective- to deliver a curriculum that meets the needs of students, employers and our community is approved.</p> <p>c) SO3- To deliver an outstanding student experience strategic Action Plan</p>	

	<p>Strategic Objective 3 had been revised based on governor and staff feedback and was designed to characterise and promote the key elements of an outstanding student experience.</p>	
11.6	<p>RESOLVED: That the Strategic Objective - to deliver an outstanding student experience is approved.</p>	
11.7	<p>d) SO7- Empowering education through Digital Transformation</p> <p>The new Strategic Objective for 2024/25 outlines the College’s approach to its Digital Estate over the next 3 years.</p>	
11.8	<p>RESOLVED: That the Strategic Objective- Empowering education through Digital Transformation is approved</p>	
11.9	<p>e) Prevent policy & action plan</p> <p>The Prevent Policy had been checked and validated by the local authority prevent co-ordinator as part of the annual review and was aligned with the Action Plan. The Q&S Committee recommend the Prevent policy & action plan to Corporation for approval.</p>	
11.10	<p>RESOLVED: The Prevent policy & action plan is approved.</p>	
11.11	<p>f) HE Fees policy 25/26</p> <p>The HE Fees Policy 25/26 had been updated to reflect an Updated Fee for Undergraduate Degrees and PGD ITT/ Cert Ed ITT. It was noted that the Fees policy had been agreed by both the F&GP and Q&S Committees and is recommended to the Corporation for approval by both Committees.</p>	
11.12	<p>RESOLVED: The HE Fees Policy 25/26 is approved.</p>	
11.13	<p>g) Committee self-assessment and Terms of Reference</p> <p>The Committee had reviewed the Committee Self-assessment against its Terms of Reference and had agreed that the Committee had covered the breadth of its Terms of Reference and performed well. The Committee Terms of reference were recommended to Corporation for approval.</p>	
11.14	<p>RESOLVED: That the Q&S Committee Terms of Reference are approved.</p>	

<p>11.15</p> <p>11.16</p>	<p>h) Academic Board Terms of Reference</p> <p>The Q&S Chair advised that there had been no changes to the Academic Board Terms of Reference and that they were being recommended to Corporation for approval.</p> <p>RESOLVED: That the Academic Board Terms of Reference are approved.</p>	
<p>12.</p> <p>12.1</p> <p>12.2</p> <p>12.3</p>	<p>Finance & General Purposes Committee - 4 July 2024</p> <p>The CSIG Chair provided an update on:</p> <p>a) Draft Minutes of meeting – 4 July 2024 (inc CSIG)</p> <p>These were included in the pack for information and background.</p> <p>b) May Management Accounts and Q3 forecast</p> <p>The VPF&CS presented the May Management Accounts and Q3 forecast and advised that targets were being met across the board, with the exception of HE Fees Income which was slightly behind target. The underlying EBITDA to the end of May was favourable to budget.</p> <p>A proposal had been made to both the ESFA and Bank to suspend the cash sweep for the year of 2023/24, without which, cash totalling £2.2m would be paid to the Bank and ESFA. The VPF&CS advised that proposals had been accepted by the Bank but the College were awaiting a decision by the ESFA, who would communicate their response by the end of July 2024.</p> <p>There had been no breaches or forecasted breaches under the new terms. All covenant breaches had been waived and all covenants met for 2023/24. The College was on track to deliver all financial metrics.</p> <p>c) 3-year financial plan including budget for 2024/25 and capital plan for 2024/25 & CFFR</p> <p>The VPF&CS presented the budget and capital plan, along with the CFFR which had been recommended to the Corporation by the F&GP Committee. The forecast outturn for each year of the plan resulted in a financial health rating of ‘Good’, due to the underlying operating position and the planned reduction in debt.</p>	

12.4	<p>RESOLVED: That the 3-Year Financial Plan 2023/24 to 2025/26 and Capital Plan for 2024/25 are approved.</p>	
12.5	<p>RESOLVED: That the College Financial Forecasting return (CFFR) is approved for its submission to the ESFA.</p>	
12.6	<p>d) SO4- Employer of Choice strategic Action Plan</p> <p>The DPS had taken the F&GP Committee through the key deliverables for Strategic Objective 6. This was being recommended to the Corporation by the F&GP Committee.</p>	
12.7	<p>RESOLVED: That the Strategic Objective – to be an Employer of Choice is approved.</p>	
12.8	<p>e) SO5- To maintain a sustainable college Strategic Action Plan</p> <p>The Sustainability Strategic Action Plan was to maintain a sustainable college and showed the planned financial performance for the next three years, including refinement of the Estate. This was being recommended to the Corporation by the F&GP Committee.</p>	
12.9	<p>RESOLVED: That the Strategic Objective - to maintain a sustainable college is approved.</p>	
12.10	<p>f) SO6- To grow College income through student recruitment</p> <p>The VPR&C had taken the F&GP Committee through the key deliverables for Strategic Objective 6. This was being recommended to the Corporation by the F&GP Committee.</p>	
12.11	<p>RESOLVED: That the Strategic Objective 6- to grow College income through student recruitment is approved.</p>	
12.12	<p>g) Estates Plan Update</p> <p>The VPF&CS provided members with an in-depth overview on the various Capital Projects in train including:</p> <ul style="list-style-type: none"> • Future Technology Centre • Garden Mills • Advanced Technology Centre • T Level Wave 5 	

	<p>It was noted that a considerable amount of work was currently being undertaken with a number of competing deadlines. The CSIG Chair suggested that a tour of the Capital Projects be organised for Governors in the new academic year.</p>	
12.13	<p>ACTION: The Clerk/VPF&CS to organise a tour of the Capital Projects for Governors.</p>	
12.14	<p>h) Credit Control and Debt Management Policy</p> <p>The Credit Control and Debt Management Policy had recently gone through an annual review and no changes had been made. It is recommended to Corporation for approval.</p>	
12.15	<p>RESOLVED: The Credit Control and Debt Management Policy is approved.</p>	
12.16	<p>i) Financial Regulations 2024</p> <p>The Financial Regulations Policy had been updated to reflect changes in roles/titles, an increase in the Capitalisation limit from £1k to £1.5k and removal of Projects from Appendix C: Key Services in the Finance Department. Various authority levels had been updated at the request of the F&GP Committee.</p> <p>A number of further updates had been made to reflect the College Financial Handbook 2024 changes. Due to the College Financial Handbook coming into effect from 1 August, the VPF&CS proposed that the Financial Regulations 2024 be brought into effect on the same date. The Financial Regulations 2024 are recommended to Corporation by the F&GP Committee.</p>	
12.17	<p>RESOLVED: The Financial Regulations Policy is approved.</p>	
12.18	<p>j) Local Government Pension Scheme Employer Discretions Policy</p> <p>The LGPS statement on the exercise of discretionary function had been updated to reflect changes necessitated by the requirements within the College Financial Handbook 2024 and guidance under Managing Public Money, particularly regarding novel and contentious transactions. The LGPS Policy is recommended to Corporation by the F&GP Committee.</p>	
12.19	<p>RESOLVED: The Local Government Pension Scheme Employer Discretions Policy is approved.</p>	

12.20	<p>k) Committee self-assessment and Terms of Reference</p> <p>The Committee had reviewed the Committee Self-assessment against its Terms of Reference. It was agreed that the Committee had covered the breadth of its Terms of Reference and performed well. It had been agreed that an update was required to incorporate the compliance requirements set out in the new Financial Handbook as a condition of the College’s accountability agreement. The F&GP Committee recommend the Terms of Reference to Corporation for approval.</p>	
12.21	<p>RESOLVED: The F&GP Committee Terms of Reference are approved.</p>	
12.22	<p>l) People Strategy Update</p> <p><i>Closed session with independent governors- Staff and student governors left the meeting.</i></p> <p><i>A separate confidential minute was recorded – see annex.</i></p> <p>LL/L</p>	
Policies		
13.	None	
Risk		
14.	Strategic risk monitoring	
14.1	<p>The Corporation received the strategic risk register for which they have oversight, each committee had reviewed the risks, overarching risks had not changed since it was last presented.</p> <p>The VPF&CS advised members to contact him if they had any suggested changes to the reporting of the Risk Register or how it could be improved.</p>	
Reports from Subsidiaries/Committees*		
15.	The minutes from the following were shared within the meeting papers for information:	
15.1	<p>a) Inprint & Design – 24.05.24</p> <p>b) Equality & Diversity Committee – 21.03.24</p> <p>c) Health, Safety & Welfare Committee – N/A</p> <p>d) Joint Consultative Committee -N/A</p>	

Matters to note		
16.	Any other business	
16.1	Members were presented with the College's- New Intent video, which had been presented the week prior at the staff Summer Conference. The Chair praised the content of the video and the work of all College staff in helping to transform the lives of its students.	
16.2	The Chair closed the meeting at 18:00.	
17.	Meeting Evaluation	
17.1	Link to the meeting evaluation form to be circulated via email.	Assistant Clerk

Approved by the Corporation:

J. Williams

17.10.24

Signed by the Chair

Date

Agreed Actions

No	Minute	Action	Who?
1	6.6	The VPF&CS to bring an update on the revised values and the plan for roll out to the next Corporation meeting.	VPF&CS
2	8.4	CIO to action the proposed updates to the 24/25 dashboard.	CIO
3	10.5	The VPF&CS to consider aligning the revised College values with the values set out in SO1.	VPF&CS
4	12.13	The Clerk/VPF&CS to organise a tour of the Capital Projects for Governors.	Clerk/ VPF&CS
5	17.1	Link to the meeting evaluation form to be circulated via email.	Assistant Clerk