

**MINUTES OF THE MEETING OF THE CORPORATION MEETING
HELD: on Thursday 17 October 2024 at 16:00 hours in 4F07 DHB Boardroom**

Present:	In Attendance:
John Williams (Chair)	Sarah Cooper (Director of People Services)
Paul Birtles (Vice Chair)	Chris Malish (Vice Principal Finance & Corporate Services)
Billy Khokhar	Sarah Towan (Vice Principal Reputation & Communications)
Emmanuel Osei Boateng	Asa Gordon (Vice Principal Curriculum)
Chris Webb (CEO)	Alina Khan (Vice Principal Equality Diversity & Inclusion)
Adam Faisal	Jess Leech (Designated Safeguarding Lead)
Sharon West	Allison Booth (Clerk)
David Fearnley	Rachel Henry (Assistant Clerk)
David Merrett	
Umar Rafique	
Gavin Hamilton	
Tony Bullock	
Bulbul Barrett (via MS Teams)	
Fiona Thompson	
Maqadas Bashir	
Shahnaz Anwar-Bleem	
Apologies	
Lynette Leith	
Tiffany Lythgow	
Richard Woods	
Lendy Ho	
Barbara Mangan	
Marc Gillham	
Sarah Applewhite	
Liz Leek	

The quorum was 8 governors

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

Item		Action
Housekeeping		
1.	<u>Chair's Welcome and Introductions</u>	
1.1	The Chair welcomed Shahnaz Anwar-Bleem and Jess Leech to their first Corporation meeting.	
2.	<u>Apologies for Absence, Disclosures of Interest and Written Resolution(s), Chairs action and use of the seal</u>	
2.1	Apologies were noted as listed above.	
2.2	There were no disclosures of interest.	

<p>2.3</p> <p>2.4</p> <p>2.5</p>	<p><u>Written Resolution(s)</u></p> <p>A Written Resolution was passed on 19 July 2024 for:</p> <ul style="list-style-type: none"> • The approval of the award of the TLW5 (T level wave 5) contract to Sewell Construction totaling £2.532m. • The approval of the award of the ATC refurbishment contract to Sewell Construction £0.936m. <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 Chris Webb (CEO) and John Williams on 18 July 2024 to sign:</p> <ul style="list-style-type: none"> • Lloyds Bank- Amendment and Waiver letter <p>The seal was applied and authenticated by Chris Webb (CEO) and John Williams on 12 October 2024 to sign:</p> <ul style="list-style-type: none"> • IQSA (Athena) Limited and Bradford College- Counterpart Scaffolding Licence 	
<p>3.</p> <p>3.1</p>	<p><u>Minutes of the meeting held on 11 July 2024</u></p> <p>The minutes of 11 July 2024 including the confidential annex were approved as an accurate record to be signed by the Chair.</p>	
<p>4.</p> <p>4.1</p>	<p><u>Matters arising</u></p> <p>The Matters Arising Report was reviewed:</p> <p>6.6 – <i>The VPF&CS to bring an update on the revised values and the plan for roll out to the next Corporation meeting</i> – The VPF&CS would pick this up with the SLT.</p> <p>8.4 – <i>CIO to action the proposed updates to the 24/25 dashboard</i> – The changes would be made to the Dashboard and would be seen when first presented following Q1.</p> <p>10.5 – <i>The VPF&CS to consider aligning the revised College values with the values set out in SO1</i> – These would be reviewed by the VPF&CS.</p>	

	<p>12.13 – <i>The Clerk/VPF&CS to organise a tour of the Capital Projects for Governors</i> – The tour had taken place on 17 October.</p> <p>Members who had taken part in the tour acknowledged that the work done on the Capital Projects was very impressive and commended the Projects Team on overcoming some significant challenges. Members had seen clear evidence of staff and student consultation which had led to a final design that reflected the stakeholder voice.</p> <p>12.22 – <i>The Clerk to add the proposed changes to SPH contracts onto the next Remuneration Committee agenda</i> – Added to the 21 November Remuneration Committee agenda.</p> <p>11.9 – <i>The Clerk to consider training for Governors on the new AoC Code</i> – Currently no training available. The Clerk would look into some in-house training for interested members.</p> <p>J/AF</p>	
Ofsted		
<p>5.</p> <p>5.1</p>	<p><u>Ofsted Inspection</u></p> <p>The VPC provided an overview of the recent Ofsted inspection which had taken place on 1-4 October.</p> <p>The College had self-assessed and presented as truly inclusive and outstanding, the final report was yet to be received.</p> <p>Initial feedback from Ofsted had been:</p> <ul style="list-style-type: none"> • Quality of LTA positive – well sequenced curricula, innovative learning strategies, skilled teachers, digital pedagogy and high expectations for all learners. • 'Students feel safe' and 'Safeguarding is effective'. • 'Truly Inclusive Environment' where leaders demonstrate ambition for all learners. • 'Effective support for High Needs Learners in the classroom.' • 'Effective Bespoke CPD programme for all curriculum staff'. • 'Robust QA processes that lead to rapid improvement'. • 'Outstanding Behaviours and Attitudes.' • Meaningful Social Action projects and rich wider curriculum. • Good range of opportunities to keep physically and emotionally healthy. • Clear focus on the wellbeing of staff. • Swift and intelligent action if non-attendance in evidence. • 'A culture of inclusivity and tolerance' which 'values and nurtures difference'. 	

	<ul style="list-style-type: none"> • 'Cohesive partnerships with employers and significant efforts to bring Bradford stakeholders together'. <p>The CEO advised that the acknowledgement by Ofsted that the College had '<i>A culture of inclusivity and tolerance</i>' which '<i>values and nurtures difference</i>' demonstrated what an amazing organisation the College is.</p> <p>Members agreed that the language of 'outstanding' should be maintained at the College, as it truly is.</p> <p>Members requested that a message of thanks be communicated to all staff on behalf of the Corporation. Members also acknowledged the truly inspirational leadership of the VPQT&L and VPC during the inspection, as well as that of the wider SLT.</p> <p>A letter had been received from Councillor Hinchcliffe following the inspection, which commended all staff and acknowledged their hard work. This would be shared with all staff. The Clerk advised that the letter would also be circulated to the Corporation.</p>	
5.2	ACTION: The Clerk to circulate the letter from the Councillor Hinchcliffe.	Clerk
5.3	ACTION: The Clerk to arrange the circulation of an email to all staff on behalf of the Corporation.	Clerk
Effective Governance (SR2, SR8, SR9)		
6.	<u>Chief Executive officer's report</u>	
6.1	<p>The CEO signposted the Governors to the following papers as part of the pack, highlighting their importance:</p> <ul style="list-style-type: none"> • Agenda Item 11(g) AWAM- T&C's • Agenda Item 10(d) Annual Safeguarding Report • Agenda Item 11(a) CSIG Minutes • Agenda Item 9(b) Strategic Planning Event – draft agenda 	
7.	<u>Data dashboard</u>	
7.1	The VPF&CS presented the final 2023-24 data dashboard, advising that it now included data from Q4 and had been reviewed by all of the Committees. The 2024-25 data dashboard would be presented to the Corporation in December.	
7.2	Q. What plans do we have to address the shortfall in the recruitment of female students to STEM subjects?	

7.3	<p>A. As part of International Women’s Month last year, an abundance of activities were offered including hosting Open Evenings, sessions with aspirational female role models and the Women of the World Girl’s Festival Bus. We will be looking to enhance work further during this academic year to ensure optimum representation from underrepresented groups. The Mission 44 legacy will continue through employer engagement, CPD and workshops. Utilisation of the Ambition Hub and masterclasses with industry partners will continue to be a key focus.</p> <p>Q. Do we know the reason for the shortfall in levy funding usage?</p> <p>A. This has been heavily debated at the F&GP Committee Meetings. We are still struggling to recruit apprentices and we are experiencing challenges due to the suitability and capability of some candidates. More mentoring and peer support training will be put in place for staff and employers that work with apprentices.</p>	
Committee Reports		
8.	<u>Audit Committee – 5 September 2024</u>	
8.1	The Chair of the Audit Committee provided an update on:	
8.2	<p>a) Minutes of meeting – 5 September 2024</p> <p>These were included in the pack for information and background.</p>	
8.3	<p>Q. Have the OfS been notified on the issue of a registered company called ‘Bradford College Limited’ issuing alleged Bradford College certificates? (Item 10.1)</p> <p>A. The next course of action is to formulate a letter to Bradford College Limited to request a change of name. Legal advice has been sought, and the DfE were notified. A series of actions has been put in place to notify other relevant bodies such as the OfS and Ofqual.</p>	
8.4	<p>b) RSAQ -for approval and signature</p> <p>The Audit Committee recommend the completed questionnaire to the Corporation for approval.</p>	
8.5	<p>RESOLVED: The Regularity Self- Assessment Questionnaire was approved and can be signed by the Chair of Corporation and Accounting Officer.</p>	
8.6	<p>c) Asset Management Policy</p> <p>The Asset Management Policy had been updated to highlight the change in the capitalisation threshold of assets in excess of £1,500 to</p>	

	align with the Financial Regulations and is recommended to the Corporation for approval.	
8.7	RESOLVED: The Asset Management Policy is approved.	
9.	<u>Search & Governance Committee – 26 September 2024</u>	
9.1	The Chair of the Search & Governance Committee provided an update on:	
9.2	a) Minutes of meetings – 26 September 2024 These were included in the pack for information and background.	
9.3	b) Strategic Planning Event – draft agenda The draft agenda for the Strategic Planning Event, due to take place in January 2025 was reviewed. Members discussed the sequence of the event and suggested that the external speakers were placed earlier on the agenda. The Clerk advised that this would be reliant on the external speakers’ availability on the day but would look in to resequencing where possible.	
9.4	RESOLVED: The Strategic Planning Event agenda is approved.	
9.5	c) Annual Governance Report The Annual Governance Report was shared with the Corporation for information.	
9.6	d) AoC Code of Good Governance Template A new template had been created which set out the six principles of the new AoC code and also demonstrated compliance against the new requirements. It had been agreed that actions would be monitored via the 2024-25 Governance QIP and the S&G Committee.	
9.7	RESOLVED: The AoC Code of Good Governance template for 2024-25 is approved.	
9.8	e) External Board Review Action Tracker The Clerk presented an Action Tracker which summarised the recommendations that had been made as part of the review. The approved tracker would be shared with members of SLT and various actions would then be delegated. Progress would be monitored through the 2024-25 Governance QIP and the S&G Committee.	

9.9	RESOLVED: The External Board Review Action Tracker is approved.	
9.10	<p>f) Governance Quality Improvement Plan 2024-25</p> <p>The Chair provided an overview on the proposed Quality Improvement Plan.</p>	
9.11	RESOLVED: The Governance QIP 2024-25 is approved.	
9.12	<p>g) Changes to key governance documents</p> <p><u>Instrument and Articles</u></p> <p>As part of the annual review of the Instrument and Articles, there were two proposed changes identified:</p> <ol style="list-style-type: none"> 1. Instrument 2.1, 2.2a & 2.6a- Are updated to reflect the increase in Board composition and to highlight the increase was approved via Written Resolution on 24 June 2024. 2. Article 4.2 & 4.3- Are updated to reflect a change in the Academic Board Chairpersons role title. <p><u>Standing Orders</u></p> <p>There were four proposed changes identified as part of this review:</p> <ol style="list-style-type: none"> 1. Standing Order 3.1- Is updated to reflect the increase of the Board composition. 2. Standing Order 6.2- Is updated to clarify the term of office for Staff & Student Governors. 3. Standing Order 18.1- Is updated to highlight that there are 5 standing Committees and 1 Capital Special Interests Group. 4. Standing Order 7.1- The Chair and Vice Chairs term of office to align with the terms set out in item 4.4 in the Instrument & Articles. <p><u>Governor’s Code of Conduct</u></p> <p>Minor changes were suggested, including some alterations to the formatting:</p> <ol style="list-style-type: none"> 1. Appendix 2- updating of the ESFA Condition of Funding Agreement (2023-24). 2. 1.26- 1.2.6- the Code of Good Governance 2023 for English Colleges issued by the Association of Colleges and adopted by the Corporation on 23 May 2024. 	

	<p>The changes to the key documents are recommended by the S&G Committee to the Corporation for approval.</p>	
9.13	<p>RESOLVED: That the changes to the three key documents are approved.</p>	
9.14	<p>h) Meeting dates 2025-26</p> <p>The Corporation reviewed the draft proposed schedule of the meeting dates for 2025-26 which had been circulated to Governors and the Executive prior to the meeting.</p>	
9.15	<p>RESOLVED: The proposed schedule of the meetings for 2025-26 is approved.</p>	
9.16	<p>i) Procedure for the appointment of governors</p> <p>The procedure for the appointment of governors had been updated to reflect:</p> <ol style="list-style-type: none"> 1. 2.2- Terminology brought up to date (email, social media) 2. 2.3.5- Governor appointment recommendations to Corporation to include <i>also by Written Resolution</i> 3. 3.1- Clarity on Governor term of office 4. 6.6- CRB (Criminal Records Bureau) is replaced with Disclosure and Barring Service (DBS) 	
9.17	<p>RESOLVED: The procedure for the appointment of governors is approved.</p>	
9.18	<p>j) Arrangements for obtaining the views of students and staff</p> <p>The Arrangements for obtaining the views of students and staff had been updated to reflect a change to a title and two additions to the Staff section; Tea and chat with the Executive, Health and Safety Committee and Staff Utilisation Group.</p>	
9.19	<p>RESOLVED: The Arrangements for obtaining the views of students and staff is approved.</p>	
10.	<p><u>Quality & Standards Committee – 14 October 2024</u></p>	
10.1	<p>The Q&S Committee had previously agreed to reschedule the meeting of the 3 October as it had coincided with the recent Ofsted inspection.</p>	

10.2	<p>The Chair of the Quality & Standards Committee provided an update on:</p> <p>a) Minutes of meetings – 14 October 2024</p> <p>These were included in the pack for information and background.</p> <p>The following policies had been reviewed by the committee and are being presented to the Corporation for approval:</p>	
10.3	<p>b) Safeguarding Policy</p> <p>The Safeguarding Policy had been updated in line with the latest release of Keeping Children Safe in Education (KCSiE) 2024.</p>	
10.4	<p>RESOLVED: The updated Safeguarding Policy is approved.</p>	
10.5	<p>c) Student Complaints Policy</p> <p>There had been no significant changes made to the Student Complaints Policy as part of an annual review.</p>	
10.6	<p>RESOLVED: The Student Complaints Policy is approved.</p>	
10.7	<p>d) FE Fees Policy 2024/25</p> <p>The FE Fees Policy had been updated to reflect Funding Rules to being added to the linked information section, changes to Adult FE Fees and updated Apprenticeship Fee guidance.</p> <p>It was noted that the FE Fees policy was being recommended for approval by both the F&GP and Q&S Committee.</p>	
10.8	<p>RESOLVED: The FE Fees Policy 2024/25 is approved.</p> <p><i>L/SW</i></p>	
10.9	<p>e) Annual Safeguarding Report 2023-24</p> <p>The Annual Safeguarding Report 2023-24 evidenced the College’s compliance with statutory duties in respect of Safeguarding during the academic year 2023/24. The Q&S Committee recommend the Annual Safeguarding Report 2023-24 to Corporation for approval.</p> <p>94.8% of students who accessed safeguarding services remained enrolled at the college, showcasing the effectiveness of early</p>	

<p>10.10</p> <p>10.11</p> <p>10.12</p> <p>10.13</p> <p>10.14</p> <p>10.15</p>	<p>interventions. A significant increase in demand for safeguarding services had been seen with the number of learners accessing support rising from 3041 in 2022-23 to 3478 in 2023-24.</p> <p>Q. Do we follow up on outcomes to ascertain student satisfaction on the intervention they received?</p> <p>A. We do receive anecdotal feedback on student satisfaction in the areas of wellbeing, welfare and improved behaviours. Anonymised data on safeguarding is captured through the student survey, however retention of students who had accessed safeguarding services is the underpinning measure used here.</p> <p>While the Committee had commended the staff’s excellent work in supporting these students, concerns had been raised regarding the continuing pressure on safeguarding services, impact on the team and resource implications. It had been agreed that these concerns were shared with the Corporation.</p> <p>The Q&S Committee had noted that the steady increase in students accessing safeguarding support reflected both the growing awareness of the services available and the escalating need for intervention in response to the challenges faced by students. Q&S members had agreed that this increasing need had resource implications which required careful oversight.</p> <p>The DSL advised that the two new posts of the Assistant Principal Students and the HoD for Student Support had increased resource somewhat in this area and that there was a particular focus on ensuring staff were equipped to deal with sub-safeguarding concerns. By targeting lower level, wellbeing and welfare concerns, risk could be reduced in that profile. The positive impact of Staff Engagement Officers in this area was noted.</p> <p>The CEO invited Governors to observe business planning sessions which would provide insight into how decisions were made and included focus on appropriate resource allocation.</p> <p>ACTION: The Clerk to circulate the Business Planning Schedule to Governors once available.</p> <p>RESOLVED: The Annual Safeguarding Report 2023-24 is approved.</p>	<p>Clerk</p>
<p>11.</p> <p>11.1</p>	<p><u>Finance & General Purposes Committee -10 October 2024</u></p> <p>a) Minutes of meetings – 10 October 2024 - Inc CSIG mins</p>	

<p>11.2</p>	<p>These were included in the pack for information and background.</p> <p>b) Student Recruitment</p> <p>16-18 recruitment was below target; however, the College had proactively removed learners with no attendance earlier, with the view to securing a definitive Day 42 measure. More definite recruitment figures would be available by the next meeting, following the passing of Day 42.</p> <p>Higher Education was extremely challenged. The financial position would become clear at Q1, but a c.£1M shortfall in income was anticipated for this budget line currently; predominantly in the Bradford School of Art and Science, Computing & Allied Health departments.</p> <p>F&GP members had acknowledged that if the current position on student recruitment did not improve, there could also be a potential shortfall of approx. £1.32m in 16-18 income in 2025, due to lagged funding. This would present a significant issue for the College in terms of meeting this shortfall. Therefore, it was crucial that the push on recruitment remained a priority.</p> <p>Members discussed the requirement for a deep dive into the College's curriculum offer and that this would require a panel of Governors from across the Committees. The Chair requested that any interested parties inform the Clerk.</p>	
<p>11.3</p>	<p>ACTION: The Clerk to assemble a Curriculum deep dive panel.</p>	<p>Clerk</p>
<p>11.4</p>	<p>c) 2024-25 Quarter 4 Forecast</p> <ul style="list-style-type: none"> • Income (excl. capital income) was favourable to budget, mainly driven by increases in FE Funding. • Staff costs were £2.6m adverse to budget mainly due to a pay increase of 6.5% as compared to a budget of 2%, increased TPS costs from April and higher agency costs to cover vacancies. • Operating and estates costs were higher than budgeted due to the substation works and the repurposing of the ATC building. • The College was delivering on all metrics. • The EBITDA, excluding capital grants and interest was 6.9% compared to the 2023/24 target of 7.1%. • All bank covenants had been met for 2023-24. 	
<p>11.5</p>	<p>The VPF&CS advised that the College had exceeded its £1.5m capital allocation which the bank had subsequently approved. Approval was being awaited from the DfE for the overspend.</p>	

11.6	<p><i>L/BB</i></p> <p>d) Estates' update</p> <ul style="list-style-type: none"> • The College had accepted an offer of £1m for the Little Germany site. • The utilities contracts had been locked in, within the 5% margin approved by the Committee. 	
11.7	<p><u>FTC</u></p> <ul style="list-style-type: none"> • Pile probing on the FTC was now complete, with no obstructions found and the soil contamination report was due to be received imminently. • Following an options appraisal for the Future Technology Centre (FTC) being reported to CSIG in September 2024, the outcome had been to recommend to the F&GP Committee that the project continue, subject to the total costs not exceeding £20m. However, this had been subject to an extension of time to the spend of funding being granted by the DfE, and receiving a 10% inflationary increase in funding of £0.89m. • At the time of distribution of papers for F&GP, the FTC project cost position had not been clear. Since this, further background work had been done on the costs, with a much firmer picture being received. The required increase in budget was £2.3m, including a centrally held contingency of £0.5m, with a revised total project value of £19.3m. This was £0.2m higher than modelled. • On the 14 October the College received confirmation from the DfE that its request for a grant uplift of £890,64 owing to construction cost inflation had been granted, as well as the request of an extension to the FEETF grant draw down date from March 2025 to December 2025. <p>The VPF&CS sought approval for the FTC project budget to be increased by £2.3m, giving a revised project budget of £19.3m including £0.5m of contingency to be held centrally by the College.</p>	
11.8	<p>RESOLVED: The budget for the FTC project is increased by £2.3m is approved.</p>	
11.9	<p>The VPF&CS advised that the timing of the FTC programme may cause some pressure on two of the bank covenants: projected cash flow and actual cash flow. The Bank had been made aware of this and were amenable to a possible waiver, should this be necessary.</p>	

11.10	<p>e) Health and Safety Policy</p> <p>There had been no significant changes made to the Health and Safety Policy as part of an annual review and it was being recommended for approval by the F&GP Committee.</p>	
11.11	<p>RESOLVED: The Health & Safety Policy is approved.</p>	
11.12	<p>f) AWAM- Contract changes</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>	
Policies		
12.	<p><u>Corporate and Social Responsibility Policy</u></p>	
12.1	<p>The VPF&CS advised that the Corporate and Social Responsibility Policy had been updated to align with College’s agreed strategic objectives.</p>	
12.2	<p>RESOLVED: The Corporate and Social Responsibility Policy is approved.</p>	
Risk		
13.	<p><u>Strategic risk monitoring</u></p>	
13.1	<p>The Corporation received the strategic risk register for which they have oversight. Each committee had reviewed the risks and overarching risks had not changed since it was last presented.</p>	
Reports from Subsidiaries/Joint Ventures/Committees*		
14.	<p>The minutes from the following were shared within the meeting papers for information:</p>	
14.1	<p>a) Inprint & Design – draft-26.07.24 b) Equality & Diversity Committee – N/A c) Health, Safety & Welfare Committee – N/A d) Joint Consultative Committee – 20.06.24</p>	
Matters of note		
15.	<p>Any other business</p>	
15.1	<p>It was the last Corporation meeting for Emmanuel Osei Boateng, as his term of office was coming to an end. The Chair thanked Emmanuel</p>	

	for his contribution as a Board member and wished him well for the future.	
15.2	As this was Asa Gordon's (VPC) last Corporation meeting before leaving the College, the Chair thanked him for his major contribution to the College and wished him all the best in his new role.	
15.3	Due to the timings of the Easter break in 2025, it was proposed that the Corporation Training & Development session on the 24 April be moved forward to 10 April 2025.	
15.4	There was no other business.	
15.5	The Chair closed the meeting at 18.16.	
16.	Meeting Evaluation	
16.1	Link to the meeting evaluation form to be circulated via email.	Assistant Clerk

Approved by the Corporation:

...J. Williams.....

Signed by the Chair

....12.12.24...

Date

Agreed Actions

No	Minute	Action	Who?
1	5.2	The Clerk to circulate the letter from the Councillor Hinchcliffe.	Clerk
2	5.3	The Clerk to arrange the circulation of an email to all staff on behalf of the Corporation.	Clerk
3	10.14	The Clerk to circulate the Business Planning Schedule to Governors once available.	Clerk
4	11.3	The Clerk to assemble a Curriculum deep dive panel.	Clerk
5	16.1	Link to the meeting evaluation form to be circulated via email.	Assistant Clerk