



Approved by the Corporation:
Signed by the Chair
Date

Bradford College

MINUTES OF THE MEETING OF THE CORPORATION HELD: Thursday 12 May 2016

Present:

Richard Wightman (Chair)	Governor
Mazn Amhamed	Governor (Student)
Paul Ashton	Governor
Terry Davis	Governor
Eve Gregory	Governor (from 1630)
Robert Holden	Governor (Staff)
Nasreen Karim	Governor
Dave Mann	Governor
Cath Orange	Governor
Karl Oxford	Governor
Debbie Rolls	Governor (Staff)
Ramindar Singh	Governor
Cllr Dale Smith	Governor
Andy Welsh	Governor (Group Chief Executive Officer) ("GCEO")

The quorum was six Governors

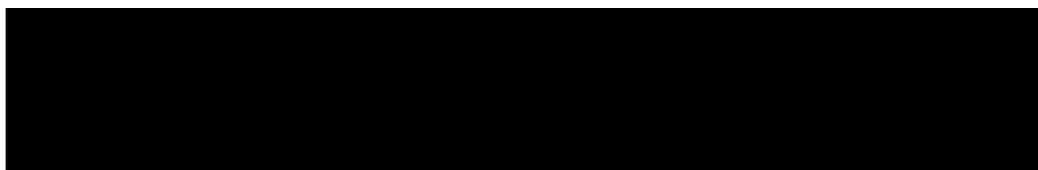
In Attendance:

Mark Davies	Observer (from 16.15)
Jane George	Safeguarding Team (for item 7 only)
Joanna Green	Clerk to the Corporation ("Clerk")
David Hambleton	Group Finance Director (GFD) (from 1635)
David Harwood	Principal (from 1635)
Russell Hodson	Head of Department English and Maths (for item 9 only)
Assia Hussain	Curriculum Diversity Co-ordinator (for item 8 only)
John Kenyon	Vice Principal (from 1635)
Liz Knowles	Assistant Clerk
Nick Koral	Safeguarding Team (for item 7 only)
Brian Mitchell	Safeguarding Team (for item 7 only)
Gareth Osborne	Group Chief Operating Officer (GCOO) (from 1635)
Richard Thomas	Provost (from 1635)

The meeting was held in the Bradford College Boardroom from 1605 until 1900. It was chaired by Richard Wightman as Chair Elect.

1. Members meeting in the absence of Management

1.1



16.15 *Mark Davis joined the meeting.*

- 1.2 The Chair welcomed Professor Mark Davis, a member of the QAA appointed scrutiny team. It was **NOTED** that he would be observing the meeting as part of the Taught Degree Awarding Powers (“TDAP”) scrutiny process.
- 1.3 It was noted that the Register of Governor Attendance had been circulated but was not for discussion.
- 1.4 Due to the time and as there were several items of timed business to attend to, it was **AGREED** that the items of timed business should be taken immediately following the report of the Remuneration Committee.
- 1.5 It was **NOTED** that Item 1.4 on the Agenda: the report of the Remuneration Committee concerned staff matters relating to members of staff holding posts senior to those of the Staff Governors and, in accordance with Clauses 12.5 and 12.9 of the Instrument of Government, it was **AGREED** that Staff Governors and the attendant Student Governor should be asked to withdraw from the Item and should not receive the restricted papers or unredacted minutes.

RESOLVED:

- i That in accordance with Clause 12.5 of the Instrument of Government, the Staff Governors should be required to withdraw from the meeting for the duration of the discussion of staff matters relating to members of staff holding posts senior to their own and shall not receive the restricted papers relating to the Item, or the unredacted minutes.*
- ii That in accordance with Clause 12.9 of the Instrument of Government, the Student Governor should be required to withdraw from the meeting for the duration of the discussion of staff matters relating to individual members of staff and that neither of the Student Governors shall receive the restricted papers relating to the Item, or the unredacted minutes.*

1620 *Mazn Amhamed, Robert Holden and Debbie Rolls left the meeting*

1.7 Remuneration Committee Report and Minutes

Governors received the synopsis and minutes of the 15 April 2016 Remuneration Committee meeting, together with copies of the Group Chief Executive Officer’s report to that meeting (“the GCEO report”). A Governor commented that performance review should not happen until the student success outturn data is known; May is too early to undertake performance reviews. The Clerk acknowledged this and said the proposal is that performance reviews should take place in mid October each year with pay reviews in mid May.

¹ Information exempt from disclosure by s43(2) Freedom of Information Act 2000 as disclosure at the present time would, or would be likely to, prejudice the commercial interests of any person.

Referring to an item in the GCEO report, the Clerk said the Remuneration Committee has no standing remit to make recommendations to the Corporation in regard to staff structures but may be asked to undertake such work. [REDACTED]

[REDACTED] is the only decision before the Corporation for now, as there has not been time for Governors to consider the Committee's other recommendations.

1630 *Eve Gregory joined the meeting*

[REDACTED]

[REDACTED]

[REDACTED]

Clerk

1635 *Mazn Amhamed, Jane George, David Hambleton, David Harwood, Robert Holden, Nick Koral, Brian Mitchell, Gareth Osborne, Debbie Rolls and Richard Thomas joined the meeting.*

2. Introductions and Apologies

2.1 The Chair introduced Professor Mark Davis to the meeting.

2.2 Apologies for absence were received from Angela Cawthra due to work commitments and Khan Muzzamil Nawaz due to an agreed leave of absence.

1635 *Timed business Jane George, Head of Faculty Social Care and Community Practice, Nick Koral, Head of School Childhood and Youth and Brian Mitchell, Head of School Social Care and Community Practice.*

7. Safeguarding report

7.1 The Safeguarding Update report was presented and Governors **NOTED** that good progress had been made towards minimising weaknesses and risks. In particular, the Safeguarding Team had arrived at a more accurate assessment of the scale and complexity of the workload; and there was evidence that

² Information exempt from disclosure by s43(2) Freedom of Information Act 2000 as disclosure at the present time would, or would be likely to, prejudice the commercial interests of any person.

training delivered to staff was equipping individuals to intervene more effectively in low level cases. The Chair reminded Governors of their duty to safeguard the welfare of those receiving education, training and care at the College.

- 7.2 Governors' attention was drawn to the increase in cases handled. The Head of Faculty Social Care and Community Practice, Jane George ("JG"), said the total is less than what might be expected given the College's demographic; she expects the caseload to grow, particularly as external services contract.
- 7.3 In terms of measures of success, JG said the Safeguarding Team is hoping to look at the cases where they have intervened to identify how many affected students managed to keep on Programme.
- 7.4 Governors **AGREED** that they had confidence in the College's safeguarding practices and were encouraged by the report. The Chair said he hoped the Safeguarding Team also had confidence in the Corporation and would continue to bring information to it with the same level of frankness they have previously demonstrated. GCEO added his thanks on behalf of the Executive.

RESOLVED:

- i. That the Corporation is satisfied that the arrangements for safeguarding in the College are suitably robust and that risks are being appropriately controlled for.***
- ii. To receive the report.***

1700 *Jane George, Nick Koral and Brian Mitchell left the meeting. Assia Hussain joined the meeting.*

1700 *Timed business Assia Hussain, Curriculum Diversity Co-ordinator*

8. Prevent Policy and Related Arrangements

- 8.1 Assia Hussain, Curriculum Diversity Co-ordinator ("AH") presented the draft Prevent Strategy for approval with an Action Plan for monitoring purposes.
- 8.2 Governors were pleased to hear that the College's approach to the promotion of British Values is being well received by students. She said feedback from Prevent sessions she has delivered has been 100% positive. In response to a question, AH said her understanding is that the Bradford College Students' Union stands with the National Union of Students in opposing the Prevent agenda but is happy with the work being done at College.
- 8.3 A Governor asked whether the Prevent message is being delivered as part of the curriculum and AH said yes - and learning resources the College has produced for this purpose are being used in 40 colleges nationally as well as in the Netherlands. An external validation exercise received positive feedback.
- 8.4 Referring to a phrase used in AH's report, a Governor asked what is meant by responding to the "ideological challenge of terrorism". AH said challenging underlying, sometimes extremist, ideologies is part of the College's standard response to discrimination and is a fundamental part of its approach to Prevent.
- 8.5 Governors discussed whether the label "British Values" is useful or if, as other institutions have done, "Bradford College Values" should be substituted. AH said she strongly supports the use of the term "British Values". She said she did not deliberately omit it from her report and, for the avoidance of doubt, she is not proposing that the College substitute another label as part of its strategy.

- 8.6 Governors discussed the arrangements for the delivery of the Prevent Strategy and the effectiveness of the framework in terms of the links to the Safeguarding function and the Equality and Diversity Strategy. It was **AGREED** that the Corporation will look for assurances in this regard in future reports.
- 8.7 A Governor referred to the Government Prevent Strategy objective of creating space for free and open debate and the corresponding duty to maintain and update a code of practice on Freedom of Speech, observing that the College's own code of practice is likely overdue for updating. It was **NOTED** that the Clerk has been asked by management to review the Code of Practice and a draft will be brought to the Corporation before the end of the academic year.
- 8.8 Governors **AGREED** that they would adopt the Prevent Strategy. Student Governor Mazn Amhamed stated that he wished his vote against the motion to be recorded in the minutes.

Clerk

RESOLVED:

- i That having reviewed the Action Plan and considered Assia Hussain's report, the Corporation is satisfied that the College is compliant with the Government Prevent Strategy and counter extremism strategy and that arrangements for implementing the Prevent Duty safeguarding in the College are suitably robust and risks are being appropriately controlled for.***
- ii To instruct that future reports provide assurances in respect of the effectiveness of the College's Prevent framework in terms of the links to the Safeguarding function and the Equality and Diversity Strategy.***
- iii To adopt the proposed Prevent Strategy with immediate effect without amendment.***
- iv To receive the report.***

Assia
Hussain

1720 Assia Hussain left the meeting, Russell Hodson joined the meeting

1720 Timed business Russell Hodson, Head of Department of English and Maths

9 Report of Maths and English Task and Finish Group "(the Group)"

- 9.1 The Group's Chair, Independent Governor Eve Gregory, introduced the report, stating that she has confidence that things are on track and that the Action Plan the Group has put together will address both the practical barriers and cultural barriers to improving outcomes in maths and English. However, the risk in this area remains high despite a large amount of effort being dedicated to meeting the priority. The Head of Department of maths and English, Russell Hodson ("RH") agreed, saying particular risk areas are functional skills Level 1 and 2.
- 9.2 A Governor suggested that alongside the Action Plan, a policy document might be produced identifying how the Corporation perceives the nature of literacy and numeracy within the College, articulating what is aimed at, and identifying what it has committed itself to doing to achieve it. It was **AGREED** that RH should produce a draft policy for discussion/approval.
- 9.3 Governors asked whether aimed at improvements have been achieved in terms of the quality of teaching in functional skills maths and English. RH reported that 86% of recent staff observations have resulted in a Grade 1 or 2 against the target of 92% good or better by July 2016. He said a number of teachers whose lessons have consistently been graded Grade 1 were not observed during this cycle, so the overall picture is fairly positive.

- 9.4 Governors **NOTED** that English and maths remains a challenge for the College and that the impact on staff and resources is significant. Governors **AGREED** that they remained concerned and would continue to closely monitor the area, with regular reports from the Working Group. They **ACKNOWLEDGED** the efforts made by management and the difficulties. Thanks were extended to Eve Gregory, it being generally felt that Governor involvement is proving beneficial.

RESOLVED

- i. To note the progress made in English and maths.*
- ii. To acknowledge the continuing risks in this area and to commit to further close monitoring.*
- iii. To instruct Head of Department of maths and English, Russell Hodson to prepare a draft English and maths policy for Corporation's approval at its July meeting.*
- iv. To receive the report.*

Russell Hodson

1740 Russell Hodson left the meeting

3. Minutes of the meetings of 7 April 2016 and 14 April 2016

- 3.1 The minutes of the meeting of 7 April 2016 were **AGREED** as a true and correct record and the Chair was duly authorised to sign them.
- 3.2 With regard to the minutes of 14 April 2016 it was **AGREED** that the text "FE" should be removed at minute 4.2.7 and that declarations of interest in respect of Item 5, which had been omitted from the minutes, should be added.
- 3.3 It was **AGREED** that, subject to the above amendments, the minutes of 14 April 2016 were a true and correct record. The Chair was authorised to sign them.

RESOLVED

- i. That the minutes of 7 April 2016 are a true and correct record and should be signed by the Chair.*
- ii. That subject to the amendments stipulated at minute 3.2 above, the minutes of 14 April 2016 are a true and correct record and should be signed by the Chair.*

Clerk

4. Matters Arising

- 4.1 The Provost will report on HE leavers' destinations at the 7 July meeting.
- 4.2 A report from the Equality and Diversity Committee on its findings in respect of the policy of matching the College workforce to the local population in terms of ethnicity shall be brought to the 7 July meeting.
- 4.3 Marketing Brief and Marketing Strategy progress report: It was **AGREED** that a date would be fixed on a risk basis following consultation with managers.
- 4.4 Review and Renewal of the Risk Management Policy: The Clerk reported that as the Executive is looking at this with input from the Internal Auditor, she has discussed with Independent Governor Dave Mann that the Working Group should convene in September, once initial work is done. This was **AGREED**.
- 4.5 The Chair reminded all Governors who had not already done so to attend the forthcoming Prevent WRAP training and complete the online Channel training and send evidence of completion to the Clerk.

Agenda

Agenda
07.07.16

Clerk

Governors

- 4.6 It was **AGREED** that all other items not scheduled for this meeting would be taken as read.

5. Corporation Calendar 2016-17

- 5.1 Governors raised concerns about demanding expectations of Governor time and insufficient opportunity for strategic discussion, which the Clerk acknowledged. It was **AGREED** that the change to monthly meetings has raised issues and put all under pressure. The option of reverting to the old committee structure was considered, along with alternative options of introducing a termly long meeting alongside several shorter meetings or more frequent Corporation meetings.
- 5.2 GCEO said the Executive considers it is beneficial to have all Governors around the table for all decision-making and that it has resulted in a strengthening of the knowledge-base of all Governors. He said the Executive does not want to go back to the old committee structure. This was **NOTED**.
- 5.3 It was **NOTED** that the Clerk had arranged to get some input and support from an Association of Colleges governance advisor at the beginning of June around streamlining the workload. It was **AGREED** that, in the meantime, the proposed calendar would be adopted as presented.

RESOLVED

- i. To adopt the calendar as presented for 2016-17.*

Clerk

1800 *Mazn Amhamed left the meeting*

6. Data Dashboard

- 6.1 David Harwood, the Principal, and John Kenyon, the Vice Principal (“VP”) presented the FE data dashboard. The Principal highlighted some adjustments to the management forecasts, saying the forecast retention figure has been increased to 94% to reflect the positive position, whereas the management forecast for attendance at English and maths lessons has been revised downwards from 80% to 70%. The adjustments were **NOTED**.
- 6.2 In relation to the 19+ Advanced Technology student numbers, which Governors had queried at a previous meeting, VP said a programme called *Step Up to Construction*³ has simultaneously addressed a shortfall of 32 learners and has resulted in 100% retention and 100% success for the first cohort of 12. VP commended Duncan Bulloch, the Head of Department of Advanced Technologies, for his excellent work on the project. This was **NOTED**.
- 6.3 VP said in terms of applications for next year, applications are up at 5,662, including 2,885 applicants in the 16-18 age group. An optimistic estimate, he said, is 12,583 people, which excludes apprenticeships. He assured Governors that there will be a lot of work during welcome sessions emphasising that maths and English is an integral part of every programme.
- 6.4 VP said early indicators are that students who are sitting examinations now are doing well and that is cause for optimism. The Principal added that retention and funding are looking really strong and applications are looking good compared with the previous year but attendance must be improved next year.

1810 *Andy Welsh left the meeting*

³ whereby the College has taken 45 people who are currently unemployed and trained them in basic skills required in the construction industry.

- 6.5 The Chair thanked the Principal and VP for their presentation and it was **AGREED** to receive the report.

RESOLVED

i. To receive the report.

1815 Mazn Amhamed and Andy Welsh rejoined the meeting

10. Provost's Report

- 10.1 It was noted that Staff Governors Debbie Rolls and Robert Holden have an interest in this item in their employed capacity.
- 10.2 Richard Thomas, the Provost, spoke to his report, updating Governors on key issues relating to the College's HE provision. In particular, he referred to the option of changing the College's name if its application for Taught Degree Awarding Powers ("TDAP") is successful. He said gaining TDAP status will not change the fundamental nature of the institution; absent any other changes it will remain a mixed economy FE College.
- 10.3 In response to a question about the difference between 'University College' and 'University' title, the Provost said while it is not always the case, 'University College' implies a mixed economy institution because unlike 'University', there is no requirement to increase the HE population relative to the size of the overall student body. Independent Governor Cath Orange, speaking in her capacity as Chair of the College's External Academic Advisory Panel, said Panel members' advice was that degree certificates with "University" on are felt to be weightier and preferred by students and employers. The Provost said changing an institution's name is not a quick process, so Governors should start discussing options now and seek advice from the External Affairs Committee straight away if they wish to do so.
- 10.4 Referring to the risk that the College does not achieve TDAP status, the Provost said, despite the commitment to the corporate objective of achieving it, contingencies must be put in place for 2017 and management is working hard to establish a new validating partnership. Several institutions are interested. In the meantime, recruitment is still a challenge and although acceptances are at the same level as last year, there is no room for complacency.
- 10.5 Governors **ACKNOWLEDGED** management's efforts to control for the risk to Higher Education recruitment. They **AGREED** that, while they remained concerned and would continue to monitor, they were satisfied with the general approach and progress to date.

RESOLVED

- i. To acknowledge the management efforts to control for the risk to Higher Education recruitment identified at the 14 April Away Day meeting.***
- ii. To formally recognise the continuing risk to Higher Education recruitment and to commit to further monitoring of that risk.***
- iii. To receive the report.***

11. Principal's Report

- 11.1 It was noted that Staff Governors Debbie Rolls and Robert Holden have an interest in this item in their employed capacity.

- 11.2 The Principal presented his report, which focused on reshaping the College's FE Provision for growth and progress towards the implementation of proposals relating to the FE structure. In response to a question, he clarified that the report merely expanded on the proposals he had previously presented and the necessary approvals were given at the 10 March 2016 Corporation meeting.
- 11.3 The Principal reported that draft job descriptions for the proposed new posts have been prepared; each has been costed and approved in principle. GCEO said discussions with staff representatives will take place shortly however normal practice is to firm up the detail of proposed job descriptions and ensure the proposed structure is financially viable before commencing consultation.
- 11.4 A Governor asked if a fully costed business case has been done for the restructure. David Hambleton, Group Finance Director ("GFD"), said the cost is expected to be £28,000; a full cost breakdown can be shared with Governors if they wish to see it. It was **AGREED** that this should be supplied.

RESOLVED

- i. ***To instruct the Executive to share with Governors the full cost breakdown for the proposed restructure by the date of the next meeting.*** D Harwood
- ii. ***To receive the report.***

12. Group Chief Operating Officer's Report

- 12.1 Gareth Osborne, the Group Chief Operating Officer (GCOO) presented his report. In particular, he sought approval of the proposed sale of some land at Green Lane in Baildon, Bradford for £180,000 to a private firm which intends to put it to commercial use. Governors **NOTED** that the offer is contingent upon a right of way across the site being removed/moved, therefore the costs of sale will include costs relating to the removal, expected to be up to £25,000.
- 12.2 Following careful consideration of the proposal and having taken **NOTE** of their duty to safeguard the assets of the College and to achieve value for money in all transactions involving public funds, Governors **AGREED** to accept the offer of £180,000 for the property and to authorise its disposal.
- 12.3 GCOO proposed that a strategic discussion on Driving Growth should be scheduled for the Corporation meeting of 9 June 2016 and this was **AGREED**.

RESOLVED

- i. ***To approve the disposal of land at Green Lane, off Otley Road in Baildon of the site at Green Lane at the price of £180,000 and to note that the sale is contingent upon the removal of a right of way at a cost to the College which is not expected to exceed £25,000.*** Exec
- ii. ***That the Agenda for the 9 June 2016 meeting shall include a strategic discussion about Growth, as the Group Chief Operating Officer suggests.*** Clerk
- iii. ***To receive the report.***

13. Finance Reports

13.1 Finance Report and Management Accounts

GFD spoke to his report, drawing attention to the fact that it also contained the latest risk assessment by the Executive of strategic primary risks. Governors **NOTED** the risks highlighted in the report and the actions being taken to better control for those. It was **AGREED** to receive the report.

13.2 Cash Flow

GFD spoke to his report, adding that the College recently received the third tranche of student loan funding, which is very good news as cash flow has been challenging, the College's cash holdings having been reduced by the cost of its recent investments. It was **AGREED** to receive the report.

13.3 Financial Sustainability

GFD presented his 'for information' report. He said he had revised his forecast since the 14 April meeting and considers that the sustainability gap can be closed by year 10. Governors **NOTED** that this timetable is similar to those elsewhere in the Higher Education Sector adopting the financial sustainability assessment model following the work done by the TRAC⁴ Development Group and others over the years. They **AGREED** to receive the report.

13.4 The Corporate and Business Planning Process

GFD presented a report on the 2016 Corporate and Business planning processes and timescales for the College, its subsidiaries and joint ventures. Governors **NOTED** the progress and timescales and **AGREED** to receive the report.

RESOLVED

- i. To note the risks highlighted in the Finance Report and actions being taken to control for those and to receive the Finance Report and Management Accounts.*
- ii. To receive the cashflow report.*
- iii. To receive the Financial Sustainability report.*
- iv. To note Corporate and Business Planning progress and timescales and to receive the Corporate and Business Planning Process report.*

14. Public Complaints Procedure

- 14.1 It was **AGREED** to defer this item and instruct the Clerk to prepare a draft to be brought for approval.

RESOLVED

- i. To instruct the Clerk to bring a draft Public Complaints Procedure to Corporation at a future date for approval.*

Clerk

15. Search Committee Minutes

- 15.1 Dale Smith, Chair of Search Committee, presented the minutes of the 7 April 2016 meeting. Referring to the issue of Local Authority nominated Governors, he commented that since the local elections of 5 May 2016 there is a new Leader of the Council in post and a new approach will be made to her.
- 15.2 Dale Smith reported that response to the campaign to recruit new Governors was disappointing. Three individuals are under consideration at an early stage. The Clerk has been instructed to invite nominations from staff and students.

⁴ Transparent Approach to Costing

15.3 It was **NOTED** that the venue for the Graduation Ceremonies has not been decided but has been narrowed down from a long list to just two options. A confidential shortlist of nominees for the award of Honorary Fellow has been determined and GCEO will write to invite them to accept the award as soon as the venue and dates for the ceremonies is known.

15.4 It was **AGREED** to receive the minutes.

RESOLVED:

- i. To receive the minutes***

16. Equality and Diversity Update

16.1 GCEO presented the minutes of the Equality and Diversity Committee meeting held on 23 March 2016, drawing attention to the item on Diversity Plus and commending Inclusion and Diversity Coordinator, Lenka Kaur, for the work she has done in this area.

16.2 GCEO said that more Governor involvement in Equality and Diversity would be welcomed; in particular, there is an opportunity for a Governor to chair the College’s Faith and Belief Group. It was **AGREED** that the Clerk would circulate the Terms of Reference for information and seek a volunteer.

16.3 GCEO referred to the objective of the College being recognised as a top 100 employer in the Stonewall Equality Index. He suggested that the Search Committee might consider approaching Equity Partnership for support in recruiting Independent Governors from among the LGBT community. It was **AGREED** that the Search Committee would be asked to explore this option.

RESOLVED:

- i. To instruct the Clerk to circulate the Terms of Reference for the Faith and Belief Group and to request that any Governor who is interested in volunteering to chair the Group should contact the Clerk to express their interest.***
- ii. That the Search Committee is asked to consider contacting Equity Partnership with a view to it assisting in recruitment of new Independent Governors.***
- iii. To receive the report.***

Governors

Search Cttee

17. Dates of Meetings 2016

The dates of future meetings were confirmed as:

Thu	19 May 2016 – Training Event	1600-1900
Thu	9 June 2016 – Ordinary Corporation Meeting	1600-1830
Thu	23 June 2016 - Budget Planning Meeting	Time to fix
Thu	7 July 2016 - Ordinary Corporation Meeting	1600-1830
Thu	28 July 2016 – Special Corporation Meeting	1600-1830

There being no further business the Chair thanked members for their attendance and the meeting closed at 1900.