



<p><b>3</b></p> <p>3.1</p> <p>3.2</p>	<p><b>Minutes of Previous Meeting</b></p> <p>The minutes of 13 September 2018 were received and there was agreement that they were a true record. The Chair was authorised to sign the minutes.</p> <p>The Chair updated that minutes from meetings held on 18 October 2018 and 1 November 2018 were currently being finalised.</p>	
<p><b>4</b></p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p> <p>4.6</p> <p>4.7</p> <p>4.8</p>	<p><b>Matters Arising</b></p> <p>The Matters Arising report was tabled. The information in the “Action Taken” column was noted and Governors discussed the following items:</p> <p>(a) <u>Item 1</u></p> <p>The CEO updated that a new process was in place and students are provided with temporary day passes. The policy for replacement passes is under review.</p> <p><b>Q. Do HE students get free replacement passes?</b> A. Yes, the charging policy will be reviewed and aligned.</p> <p><b>Q. Are checks made before temporary passes are issued?</b> A. Yes, ID is checked.</p> <p>(b) <u>Item 2</u></p> <p>Done.</p> <p>(c) <u>Item 3</u></p> <p>Done.</p> <p>(d) <u>Item 4</u></p> <p>Done.</p> <p>(e) <u>Item 5</u></p> <p>Done.</p> <p>(f) <u>Item 6</u></p> <p>On the meeting agenda.</p> <p>(g) <u>Item 7</u></p> <p>ACTION: The CEO will check to confirm the action has been completed.</p> <p><i>J 16.15 Debbie Rolls and Ann Kendal</i></p>	
<b>Safeguarding</b>		
<p><b>5</b></p> <p>5.1</p>	<p><b>Safeguarding Report</b></p> <p>The Deputy CEO updated the meeting.</p> <ul style="list-style-type: none"> <li>• Actions have been taken to address on campus security concerns. Duty Managers are now in place for daytime and evenings. As senior managers, they can provide support when incidents occur.</li> </ul>	

5.2	<ul style="list-style-type: none"> <li>• Controls on access to the campus for excluded students are being reviewed.</li> <li>• Areas that are public spaces are being reviewed and could be redefined. A review will take place to ensure a cohesive approach to people on site is in place.</li> </ul> <p><b>Q. Is evening cover standard practice at other colleges?</b> A. Yes.</p> <p><b>Q. Are access cards for excluded students blocked?</b> A. Yes but they still have access to public spaces.</p> <p><b>Q. Where are the current public spaces?</b> A. Where there is access to Hair and Beauty, the Café and Restaurant.</p> <p><b>Q. Could we reposition access barriers?</b> A. This may not be the best solution. We want security staff to change their approach and there may be some changes to access routes at different times in the day.</p> <p><b>Q. Open spaces are welcoming and do have a value for the college?</b> A. Agreed, the approach must be balanced.</p> <p><b>Q. Are excluded students informed in writing the they are not allowed on the campus?</b> A. Yes.</p> <p><b>Q. Could security guards not always be behind the barriers?</b> A. Yes this can be reviewed.</p> <p><b>ACTION:</b> The Deputy CEO to present a proposal to the corporation of how Safeguarding should be reported to Corporation meetings and how the Safeguarding Link Governor should undertake responsibilities.</p>	DCEO
<b>SR18: Safeguarding</b>		
<b>Teaching and Learning</b>		
6	<b>Quality and Standards Committee Report (29 November 2019)</b>	
6.1	June Durrant updated on the Quality and Standards Committee report 29 November 2019 and summarised the key issues discussed.	
6.2	<ul style="list-style-type: none"> <li>• It was noted that all Committee and Board members were recommended to do ‘Seeing is Believing Walks’ at the college as frequently as possible.</li> </ul>	
6.3	<ul style="list-style-type: none"> <li>• The Committee was presented with a report on Learner Support Impact 2017-18 Retention and Achievement. The committee requested year on year comparison data to give a better indication of performance relative to previous years.</li> </ul>	
6.4	<ul style="list-style-type: none"> <li>• There was a challenging discussion relating to a technical issue that had impacted outcomes data for 16-18 leavers. The college had dropped 1.7% overall and 16-18 outcomes had dropped by 4% which is significant resulting in 16-18 study programs being graded as ‘inadequate’.</li> </ul>	

	<p>The change resulted from a technical issue with data for Work Experience. This occurred partly due to a missed software update from external providers. Work Experience is no longer given credit in outcomes data.</p> <p>It was noted that vocational course outcomes are broadly in line with expectations. There are major issues with English and Maths partly due to students being entered for Functional Skills qualifications rather than GCSE.</p> <p>Recruitment was below target and this will impact funding next year.</p> <p><b>Q. What actions are being taken to ensure this will not happen again?</b> A. The CEO and DCEO are reviewing procedures and processes.</p> <p><b>Q. Have other colleges got similar impacts?</b> A. No as they would not have had the software issue.</p> <p><b>Q. Do we have a requirement for staff training?</b> A. This will be picked up in the CEO and DCEO review.</p> <p><b>Q. Do we think this could have been intentional?</b> A. No.</p> <p><b>Q. Do we need to define roles and responsibilities relating to data analysis and interpretation?</b> A. Yes, this will be picked up in the CEO and DCEO review.</p> <p><b>Q. What actions are being taken on recruitment and funding?</b> A. Work is being undertaken to maximise income.</p> <p><b>Q. Is the new college going to increase competition and reduce recruitment?</b> A. This is built into assumptions and there may be opportunities due to the rationalisation of 6<sup>th</sup> forms.</p> <p><b>Q. Do we work with 6<sup>th</sup> form colleges to provide some courses as required?</b> A. Yes, we do and work is done with Braford HE.</p>	
6.5	<ul style="list-style-type: none"> <li>• HE Non Returners report was presented. Further work on reporting is being done to clarify what data is required by the committee in future reports.</li> </ul>	
6.6	<ul style="list-style-type: none"> <li>• The college Self- Assessment report was discussed but this required redraft due to the changes to data.</li> </ul>	
6.7	<ul style="list-style-type: none"> <li>• There is a proposal restructure Maths and English to decentralise and to move to GCSE rather than a functional skills qualification.</li> </ul> <p><b>Q. What is the new de centralised model?</b> A. The current structure leads to a lack of focus on Maths and English. The proposal is for vocation subjects to take responsibility for Maths and English.</p>	

<p>6.8</p> <p>6.9</p>	<p><b>Q. Will we set targets for Maths and English in the de centralised model?</b> A. Yes targets will be set.</p> <p><b>Q. Are the Maths team high risk?</b> A. Yes but we are doing all we can to mitigate with the use of external mentors and improved personalised CPD.</p> <ul style="list-style-type: none"> <li>• The Apprenticeship update indicated that overall targets to achieve was 80% which is below the 85% target included in the RF bid. It was noted that this reduction is significant.</li> <li>• Good progress was noted with work placements.</li> </ul> <p><b>Q. Do we get feedback from employers?</b> A. Yes, we do, via case studies.</p> <p><i>J 17.05 Eve Gregory</i></p>	
<p>7</p> <p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p>	<p><b>Report from External Quality</b></p> <p>The Deputy CEO updated on the November 19-22 2018 Bradford College Improvement Partner Report. The report was prepared by the college Quality Improvement Partner.</p> <p>The Deputy CEO highlighted:</p> <ul style="list-style-type: none"> <li>• The process</li> <li>• Positives</li> <li>• Negatives</li> <li>• Key Actions needed</li> </ul> <p>The key issue is the pace of change which is too slow.</p> <p>The Chair noted disappointment with the comment about teachers and staff having low expectations of students. It was agreed that there is a culture issue which needs to be investigated and addressed.</p> <p>It was noted that required actions are included in the Self Assessment Review and Improvement Plans.</p>	
<p>8</p> <p>8.1</p> <p>8.2</p> <p>8.3</p> <p>8.4</p>	<p><b>Update from FEC Stocktake Visit 20/21 November 2018</b></p> <p>The CEO updated on the FEC stocktake visit which took place on 20 and 21 November.</p> <p>The report from the visit has not yet been received but it was noted that the pace of change in quality of teaching in English and Maths needs to be improved.</p> <p>The Chair noted that there is an indication that one or more Turnaround Directors may be a condition of funding.</p> <p>The Chair reinforced the requirement for total confidentiality relating to funding discussions.</p>	

	<p><b>Q. What is a Turnaround Director?</b>  A. An external expert who will support the college to become a thriving and successful college.</p>	
<p><b>9</b>  9.1</p>	<p><b>Annual Further Education Self-Assessment Process</b></p> <p>The Deputy CEO presented the Further Education Self-Assessment Overview.</p> <ul style="list-style-type: none"> <li>• The SAR process for 2017-18 was a bottom up approach involving curriculum teams self-assessing at course level against the Ofsted’s common inspection framework at 3 key junctures through the year. This culminated in an end of year report.</li> <li>• The Overall proposed grade for 2017 – 18 is Grade 3 ‘Requires Improvement.</li> <li>• The Governors noted that they had been properly involved and were confident in the process that had been undertaken.</li> <li>• The final report will be presented to the Corporation meeting on 10 January 2019 following the final formal panel meeting. This report will include the judgements on the grading profile together with the Quality Improvement Plan.</li> </ul> <p><b>RESOLVED:</b> Decision on the final Grading Profile and the full report to be delegated to the SAR meeting on January 10<sup>th</sup> with governor representation through the Chair of Quality and Standards and the Chair of Corporation.</p> <p><b>Q. Do we have an issue with recruitment of Math’s teachers?</b>  A. Yes. We have 3 more teachers leaving and recruitment is ongoing.</p> <p><b>Q. Does Effective leadership and management focus on Teaching and Learning rather than the overall management of the college?</b>  A. The focus is Teaching and Learning.</p> <p><b>Q. What is the plan to recruit Maths teachers?</b>  A. Agency staff will be used in the short term but there may be quality issues.</p> <p><b>Q. Is there a cultural issue and is staff morale low?</b>  A. This needs to be addressed in the Quality Improvement Plan.</p> <p><b>Q. What happened to the Post Inspection Improvement Plan?</b>  A. Some improvements have been delivered in High Needs and Work Experience but progress has gone backwards in English and Maths. The move to GCSE for English and Maths should improve outcomes.</p> <p><b>Q. Wil students be offered Functional Skills?</b>  A. No.</p> <p><b>ACTION:</b> Recruitment of Maths teachers should be included in the Quality Improvements Plan.</p> <p><i>L 18.00 Mark Dunkerley and Alison Middleton</i></p>	<p><b>DCEO</b></p>

SR5: Failure to ensure achievement rates and value added increase and are above national averages  
 SR8: Failure to improve the quality of teaching, learning and assessment  
 SR16: Failure to improve on poor inspection grades and quality assessment outcomes  
 SR13: Failure to close equality gaps in outcomes for learners  
 SR6: Failure to ensure the curriculum is relevant, innovative, adds value and is of high quality and is planned and improved to meet the needs of learners

**Financial Strategy and Audit**

<p><b>10</b></p> <p>10.1</p>	<p><b>Audit Committee Report</b></p> <p>Mr Paul Ashton updated on the Audit Committee meeting held on 29 November 2018.</p> <ul style="list-style-type: none"> <li>• The meeting was not quorate.</li> <li>• PwC updated the meeting on the Audit and the Annual Report and Financial Statements year ended 31 July 2018. The bad debt position was explained.</li> <li>• Internal Audit reports were summarised. The opinion for year ended 31 July 2018 was Partial – There are weaknesses in the framework of governance, risk management and control such that it could become inadequate and ineffective. However, this was a similar outcome to the previous year and Audit members felt that it did not detract from the recommendation that proper process had been followed in drawing up the accounts and that these should be signed off.</li> <li>• A fraud incident was reported.</li> </ul> <p><b>Q. Is there a control issue?</b>        A. The process was not followed due to human error. New cross check processes are being introduced.</p> <p><b>Q. Has there only been one incident?</b>        A. Yes.</p> <p><b>RESOLVED:</b> To recommend to Corporation that the Annual Report and Financial Statements year ended 31 July be approved subject to changes required ESFA funding and that the Chair and CEO are authorised to sign the Financial Statements year ended 31 July and related documentation.</p>	
<p><b>11</b></p> <p>11.1</p>	<p><b>Finance and General Purposes Committee Report</b></p> <p>The Chair updated on the Finance and General purposes committee held on 29 November 2018.</p> <p>The External auditors have signed off the Financial Statements year ended 31 July 2018 subject to the ESFA funding issue. The ESFA funding agreement may require changes to the Financial Statements year ended 31 July 2018.</p> <p>The final accounts had been interrogated for accuracy and completeness and how close to predicted outcomes. Committee members were satisfied on these matters.</p> <p><b>Q. The external report indicates a high risk of controls being circumvented by management?</b>        A. This is a generic risk for all organisations.</p>	

<p>11.2</p> <p>11.3</p> <p>11.4</p>	<p><b>Q. Do we need the outcome of funding to complete the Financial Statements?</b> A. Yes, PwC will not sign off until the funding issue is resolved.</p> <p><b>RESOLVED:</b> That the Annual Report and Financial Statements year ended 31 July be approved subject to changes required ESFA funding and that the Chair and CEO are authorised to sign the Financial Statements year ended 31 July and related documentation.</p> <p>The governors thanked the CEO and Interim Finance Director for all work done to help the college progress.</p> <p>The Chair and Interim Finance Director updated on the latest management accounts and Financial Report 3 months to 31 October 2018.</p> <ul style="list-style-type: none"> <li>• The budget variance is positive for the first 3 months.</li> <li>• The Q1 forecast for the full year outturn is a positive variance to budget.</li> <li>• It was noted that the full year budget is a deficit budget.</li> <li>• Recruitment of 16 to 18 year olds was below target and this will impact future income. Actions are being taken to mitigate this impact.</li> </ul>	
<p>12</p> <p>12.1</p> <p>12.1</p> <p>12.3</p> <p>12.4</p>	<p><b>Feedback from ESFA Case Conference</b></p> <p>The CEO updated the meeting. The last case conference was held on 23 November and discussions are moving in a positive direction but details are commercially sensitive.</p> <p>It was noted that if funding is available, it will need to be approved by governors and a Corporation meeting may need to be arranged at short notice.</p> <p>Clive Howarth updated that it had been a rigorous and challenging process and the overall purpose is to create a financially sustainable college in the long term.</p> <p>The appointment of Turnaround Directors will be recommended. The ESFA and the bank will provide lists of potential candidates to the college</p> <p><b>Q. What are the timescales for approval of funding?</b> A. The backstop date is 31 March 2019.</p> <p><b>Q. Who are Turnaround Directors?</b> A. Lists will be provided to the college. The college needs to choose someone who they can work with.</p> <p><b>Q. Where will Turnaround Directors fit in the structure?</b> A. This will need to be discussed but they would usually report to the CEO.</p>	
<p>SR2: Failure to meet income targets  SR3: Inability to maintain financial sustainability by failure to generate operating surpluses, control costs and manage cash flow  SR9: Change in Government policy impacting on funding and quality assessments  SR15: Failure to achieve a successful RF application outcome</p>		

## Effective Governance

<b>13</b>	<b>a. Update on Senior Post holder Appointments</b>	
13.1	<p>Chris Webb has been appointed as CEO and will join on either 1<sup>st</sup> March 2019 or 1<sup>st</sup> April 2019. He will be at the college 2 days per week from January 2019.</p> <p>It was noted that support from the Senior Team will be required.</p> <p><b>Q. Why is he leaving an Outstanding College?</b> A. His motivation is the challenge and opportunity that Bradford College will provide.</p>	
13.2	<p>Recruitment is ongoing for a Director of People Services. The initial response has been disappointing but recruitment is progressing with potential candidates having informal chats with the CEO. Informal chats will take place before the start of the formal recruitment process. Chris Webb is supportive of this approach.</p> <p><b>Q. Was Equality and Diversity included in discussions?</b> A. Yes.</p>	
13.3	<p>Recruitment of a replacement clerk needs to be progressed, the first stage is the completion of job descriptions. Options are being considered for clerical support and clerk support.</p> <p><b>ACTION:</b> The Chair and the CEO to progress with recruitment of the clerk/clerical support and report back to the Corporation as required.</p>	<b>Chair/CEO</b>
	<b>b. Succession Planning – Committee Membership</b>	
13.4	<p>Non attendance at committee meetings was highlighted. It is essential that all committee meetings are quorate at every meeting.</p>	
13.5	<p>The Chair noted that with the turnover of governors new governors are encouraged to fill vacancies on various committees and to consider putting themselves forward for Vice Chair.</p> <p><b>ACTION:</b> The Chair to circulate a list of Committees where additional membership is required.</p> <p><b>ACTION:</b> Governors to confirm to the Chair committees they can attend.</p> <p><b>ACTION:</b> Governors to indicate to the Chair if they will stand for election as Vice Chair of the Corporation.</p>	<b>Chair</b>  <b>Governors</b>  <b>Governors</b>
13.6	<p>It was noted that Sajjad Khan will become a member of the Audit Committee.</p>	
13.7	<p>It was noted that Salsabil Elmegri will become a member of Quality and Standards Committee.</p>	
	<b>c. Self-assessment Review of the effectiveness of the Corporation</b>	

	<p>The Corporation needs to be certain that it is working to the best effect on behalf of the college and its stakeholders. It was noted that whilst there had been good discussions earlier in the year followed by training, the annual self assessment process had not been finally completed and it was recommended that a standard template questionnaire might be used in the near future.</p> <p><b>ACTION:</b> Self assessment templates to be agreed.</p>	<b>Chair</b>
<p>SR17: Ineffective Governance  SR1: Failure to appoint senior leaders with relevant skills and experience to be able to deliver clear strategy and strong leadership</p>		
<b>Matters to Note</b>		
<b>14</b>	<p><b>Training for Bradford (CTS) 23 May Board Meeting Minutes</b></p> <p>There are no updates to report.</p>	
<b>15</b>	<p><b>Inprint &amp; Design Minutes</b></p> <p>There are no updates to report.</p>	
<b>16</b>	<p><b>Equality &amp; Diversity Committee Minutes of 13 June</b></p> <p>There are no updates to report</p>	
<b>17</b>	<p><b>Health, Safety &amp; Welfare Committee Minutes</b></p> <p>There are no updates to report.</p>	
<b>18</b>	<p><b>JCC Minutes</b></p> <p>There are no updates to report.</p>	
<b>19</b>	<p><b>Minutes of Appointments Committee meetings, if any available</b></p> <p>There are no updates to report.</p>	
<b>20</b>	<p><b>Dates of Next Meetings:</b></p> <p>20.1 10<sup>th</sup> January 2019 at 1600 (Corporation Training and Outreach)  7<sup>th</sup> February 2019 at 1600</p>	
<b>Meeting Evaluation</b>		
<b>21</b>	<p><b>Meeting Evaluation</b></p> <p>21.1 Meeting evaluation forms were circulated to attendees for completion.</p>	
<b>22</b>	<p><b>Any Other Business</b></p> <p>22.1 (a) <u>Approval of Occupational Health Contract</u></p> <p>The CEO updated on the proposed Occupational Health Contract with Airedale Trust. The contract is for 3 years at a total cost of £118k, this will save the college £241k over the period versus the current provider.</p>	

<p>22.2</p> <p>22.3</p>	<p>This is a result of a full tendering process.</p> <p><b>Q. What is Occupational Health for?</b> A. Its is for staff when are off work due to sickness and when returning to work.</p> <p><b>Q. Is there a risk of not having this service?</b> A. Yes, the risk is employee tribunals.</p> <p><b>Q. Have you considered an in house option?</b> A. There is no capacity to provide internally.</p> <p><b>Q. Is this just for staff?</b> A. Yes, a contract for student services is in place with the university.</p> <p><b>Q. Is the reduction in cost due to a reduced requirement?</b> A. No.</p> <p><b>RESOLVED:</b> That the proposed Occupational Health Contract with Airedale Trust be approved.</p> <p>(b) <u>Declaration of Interests Forms</u></p> <p>Declaration of Interest forms were circulated to governors for completion.</p> <p><b>ACTION:</b> All governors to complete and return Declaration of Interest forms.</p> <p>(c) <u>Governor Contact and Car Details Information Forms</u></p> <p>Governor Contact and Car Details Information Forms were circulated to governors for completion.</p> <p><b>ACTION:</b> All governors to complete and return Governor Contact and Car Details Forms.</p> <p><i>The Chair closed the meeting at 7.05pm</i></p>	<p><b>Governors</b></p> <p><b>Governors</b></p>
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### Agreed Actions

No	Minute	Action	Who?
1	5.2	The Deputy CEO to present a proposal to the corporation of how Safeguarding should be reported to the Corporation and how the Safeguarding Link Governor should undertake responsibilities.	DCEO
2	9.1	Recruitment of Maths teachers should be included in the Quality Improvements Plan.	DCEO
3	13.3	The Chair and the CEO to progress with recruitment of the clerk / clerical support and report back to the Corporation as required.	Chair / CEO
4	13.5	The Chair to circulate Committees where additional membership is required.	Chair

<b>5</b>	<b>13.5</b>	Governors to confirm to the Chair committees they can attend.	<b>Governors</b>
<b>6</b>	<b>13.5</b>	Governors to indicate to the Chair if they will stand for election as Vice Chair of the Corporation.	<b>Governors</b>
<b>7</b>	<b>13.7</b>	Self-assessment templates to be agreed.	<b>Chair</b>
<b>8</b>	<b>22.2</b>	All governors to complete and return Declaration of Interest forms.	<b>Governors</b>
<b>9</b>	<b>22.3</b>	All governors to complete and return Governor Contact and Car Details forms.	<b>Governors</b>