




Draft minutes prepared on 8 December 2016 from contemporaneous notes  
Draft minutes approved by the Chair via email on 9 December 2016

Corporation  
15.12.16  
Item 2

Approved by the Corporation:

  
Signed by the Chair

15/12/16  
Date

## Bradford College

### MINUTES OF THE MEETING OF THE CORPORATION HELD: Thursday 17 November 2016

#### Present:

<b>Richard Wightman (Chair)</b>	Governor
<b>Paul Ashton</b>	Governor
<b>Nazam Azam</b>	Governor
<b>Terry Davis</b>	Governor
<b>Robert Holden</b>	Governor (Staff)
<b>Nasreen Karim</b>	Governor
<b>Dave Mann</b>	Governor
<b>Cath Orange</b>	Governor
<b>Debbie Rolls</b>	Governor (Staff) (from 16.10)
<b>Ramindar Singh</b>	Governor
<b>Andy Welsh</b>	Governor (Executive) (from 16.50)

The quorum was six Governors

#### In Attendance:

<b>Joanna Green</b>	Clerk to the Corporation ("Clerk")
<b>David Hambleton</b>	Director of Finance and Corporate Services ("DFCS")
<b>Marianne Harris-Bridge</b>	Head of Student Recruitment
<b>David Harwood</b>	Principal
<b>Richard Thomas</b>	Provost

The meeting was held in the Bradford College Boardroom from 1600 until 1915. It was chaired by Richard Wightman.

*L/R Denotes the time any Governor left/rejoined the meeting. A record identifying the individual concerned is held separately and is available on request.*

#### 0. Preliminaries

- 0.1 The Clerk advised that a quorum was present. The Chair opened the meeting.
- 0.2 The Chair extended warm wishes to Independent Governor, Nasreen Karim, who has tendered her resignation after many years of service to the College and Governors echoed these sentiments and wished her well.

#### 1. Introductions, Apologies for Absence and Disclosures of Interest

##### 1.1 Introductions

The Chair welcomed the new Head of Student Recruitment, Marianne Harris-Bridge to the College.

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The meeting also welcomed Judy Hooton, attending her second meeting as an observer, having being recommended by the Search Committee for appointment as a Governor.

## 1.2 Apologies for Absence

Apologies were received from Independent Governor Dale Smith, who was attending a first World War commemoration event; from Independent Governors Eve Gregory and Karl Oxford, due to work commitments; and from Vice Principal John Kenyon (not a Governor), who also had a work commitment. Andy Welsh, the Group Chief Executive Officer ("GCEO") had sent apologies for lateness, having been detained at an earlier appointment.

## 1.3 Disclosures of Interest

The Clerk advised that the Staff Governors and the Executive Governor have a conflict of interest in respect of Items 10 and 11 (Key Performance Indicators and target setting). Andy Welsh has a conflict of interest in respect of Item 15 (Terms of Reference of City Training Services) and Andy Welsh and Richard Wightman have a conflict in respect of the Matters Arising report on the Samuel Lister Academy. The Chair noted his own conflict of interest in respect of Item 13 (Search Committee recommendation on his re-appointment) and reminded all Governors to declare other interests as and when necessary.

## 2. Minutes of the meeting of 20 October 2016

- 2.1 The minutes of 20 October 2016 were **AGREED** as a true and correct record and the Chair was duly authorised to sign them.

*R16.10 Debbie Rolls joined the meeting.*

### **RESOLVED:**

- i. That the minutes of 20 October 2016 are a true and correct record and should be signed by the Chair.*

## 3. Governor Attendance

- 3.1 The Register of Governor Attendance had been circulated for information only.

## 4. Matters Arising

- 4.1 As GCEO had not yet arrived, it was **AGREED** that any Matters Arising not on the Agenda as discussion items should be taken at the end of the meeting and that the Annual Equality Monitoring Report should be taken upon his arrival.

## 5. Report on Chair's Actions

- 5.1 The Clerk and Chair confirmed that there were none to report.

## 6. Report from the Students' Union

- 6.1 It was **NOTED** that the Student Governor, Mazn Amhamed (also Vice President of the Bradford College Students' Union), was not in attendance.

## 7. Higher Education Results 2015-16

- 7.1 A different report was tabled, with the Chair's consent, and Richard Thomas, the Provost, confirmed that it should completely replace the report circulated.

The Provost then spoke to the tabled report, briefing Governors on the performance of undergraduate and postgraduate students on the College's Higher Education courses. Governors congratulated the students on their results, **NOTING** that the College had performed relatively well against target.

- 7.2 Governors **NOTED** that the combined target for firsts and upper second class degrees had been 40% and that was exceeded by 16%. The HE Link Governor commented positively on this outcome, saying a combined rate (firsts and 2:1s) of nearly 60% is very good. Agreeing that the results were pleasing, the Provost said there has been no diminution of academic standards.
- 7.3 The Provost said his ambition is to inculcate continuous improvement, including by targeting weaker areas for support at faculty level and by developing academic skills in undergraduate students at an early stage, with support from specific skills tutors. He will, he said, be proposing higher targets for this year.
- 7.4 Governors **AGREED** that they would like to receive more benchmarking data to illustrate how the College is performing relative to other mixed economy institutions; and also more historical trend data to see how the College is performing relative to previous years. The Provost said he would provide this to the extent that such information is available.

**RESOLVED:**

- i. To congratulate students on their results.*
- ii. To request more benchmarking data in future reports.*
- iii. To receive the report.*

Provost

**8. Annual Equality Monitoring Report**

- 8.1 Andy Welsh, the Group Chief Executive Officer ("GCEO") was not yet present, so Governors moved on to the next Item as **AGREED**.

**9. HR Strategy Update**

- 9.1 It was **NOTED** that Governors had asked for an update on the Executive's plans for the development and delivery of the HR sub-strategy. David Hambleton, the Director of Finance and Corporate Services ("DFCS") said recruitment is underway for a replacement for Dawn Tucker-Brown, who left the College in August. He said the job will not be the same as the College has a need for particular expertise around organisational culture and culture change. Also, the new role will have a College focus, rather than a Group focus.
- 9.2 In response to a question, DFCS said the current HR Strategy is due for review in early 2017, along with the other sub-strategies.
- 9.3 A Governor asked whether the results of the staff survey have been discussed with staff and DFCS confirmed that they have and that further staff feedback was sought in team sessions on the staff TAP (Training and Planning) Day.

**10. Approval of Key Performance Indicators for 2016-17**

- 14.1 Governors reviewed the paper presented, which contained a list of the key performance indicators ("KPIs") discussed at the previous meeting. DFCS explained that, following that meeting, he had sought to amend the list to accord with Governors' stipulations; he had also added to it, having received further suggestions. Governors **NOTED** the additional items.

- 14.2 The Chair asked Governors to consider whether the draft KPIs, as amended, reflect Governors' intentions as communicated at the previous meeting.
- 14.3 Governors commented that the list was long but given the size and multi-faceted nature of the business, a considerable number of KPIs are needed for effective monitoring in addition to the mandatory ones which further education colleges are required to monitor for regulatory and compliance purposes.
- 14.4 It was **AGREED** that the Executive should revisit the proposed KPI on advertising cost equivalence from media coverage, a concern having been raised as to whether it is in fact a useful measure. Subject to this, it was **AGREED** that the proposed KPIs should be adopted and that, for the time being, going forwards, management reports should not address any others. Exec
- 14.6 It was further **AGREED** that the Executive should commence work on the design of the tools for reporting on the KPIs. Governors **NOTED** the "next steps" outlined in DFCS's paper and the risk that, until they are implemented, the corporate strategic performance management framework and system of the College will not be optimised.

**RESOLVED:**

- i. That, with the exception of one of the proposed KPIs for Objective 5.3 (Advertising cost equivalence from media coverage), the proposed KPIs as set out in the report to Agenda Item 10 of the 17 November 2016 meeting, are approved.*
- ii. To instruct the Executive to share the details of the KPIs with senior managers.* Exec
- iii. To note the risk identified by the Director of Finance and Corporate Services in his paper: that the corporate strategic performance management framework and system of the College will not be as effective and efficient as it might otherwise be until all the steps outlined in his paper are implemented.*
- iv. To receive the report.*

**11. Target Setting for 2016-17**

- 11.1 DFCS presented the Executive's proposed framework for target setting, explaining that it is envisaged that, for each KPI, two targets will be set as follows:
- (i) a minimum target, which Governors would expect to be met, in each case being either the underpinning budget assumption of strategic performance, or the previous year's performance, whichever is the greater; and
  - (ii) a stretch target that communicates Governors' vision and ambition for the College in terms of what they believe the College can realistically achieve within the limits of its resources, with enough stretch.
- 11.2 DFCS said while there would be a formula for setting stretch targets, Governors would need to apply a 'sense check', as in certain areas, it may not be practicable to close the gap between where the College is and where Governors want it to be within a year. Governors **ACKNOWLEDGED** this but **AGREED** that very careful reflection would be called for where any minimum targets proposed are below national benchmark.

- 11.3 Governors, discussing target-setting generally, **AGREED** the following principles:
- (i) Target-setting is an important part of the strategy to bring about improvement in all key aspects of the charity's work;
  - (ii) The Corporation will set challenging but attainable targets, using a triangulation method where possible and based on a productive dialogue between all stakeholders, particularly staff.
  - (iii) Since employees are ultimately responsible for reaching their targets, they must have a strong voice in setting them and be able to say what they need, in terms of resources, to achieve what is asked of them;
  - (iv) Stretch targets should energise the organisation and inform employees' understanding of Governors' ambition and belief about what is possible;
  - (v) The Corporation will give due consideration to the risk that goal-setting programs can sometimes be harmful, producing a rise in unethical behavior for example, or causing managers to over-focus on one area to the detriment of others; creating distorted risk preferences; or reducing intrinsic motivation. As a matter of principle, behaviours that do not accord with the College Values should not be rewarded.
- 11.3 Governors **ASKED** how far the 'grid' is from being populated, referring to the appendix to DFCS's report on target-setting, which set out example minimum and stretch targets arrived at by applying the proposed target-setting formulas. DFCS said the grid is approximately two-thirds complete. He said he would bring to the next meeting a fully worked through example, so that Governors could see what the framework would produce and this was **AGREED**.
- 11.4 A Governor said while it remains to be seen what the scorecard will look like and what functionality it will have in terms of access to sub-levels of detail, the proposed framework looks good and its implementation would represent a big step in the right direction. This was **AGREED** and the framework was proposed and seconded for approval.
- 11.5 Governors **ACKNOWLEDGED** that the likelihood of getting the framework entirely right first time is low and there will be a need to make adjustments and corrections.

**RESOLVED:**

- i To approve the framework for target-setting as proposed.*
- ii To consider an illustrative example of how targets will be set at the next meeting.* DFCS
- iii That the principles set out at minute 11.2 above are adopted as part of the Corporation's target-setting policy.* Clerk
- iv To receive the report.*

**12. Risk Monitoring Report**

- 12.1 DFCS outlined the Executive's vision: that the framework just agreed will eventually translate into a new approach to risk management. He said the starting point for the revamped strategic risk register will be controlling for the risk of not achieving the 23 objectives.

*R16.50 Andy Welsh joined the meeting.*

- 12.2 Governors **DISCUSSED** how relatively critical each of the objectives is in terms of the impact of failure; and whether the impact score might be reduced for any of the risks. DFCS said he had populated the table at Annex 1 to his report but only with sample data, to illustrate how the approach would work.
- 12.3 Governors praised the proposed approach and **ACKNOWLEDGED** the importance of getting the goals right, **NOTING** that if the goals or targets are wrong, then the risks could be wrong.
- 12.4 In response to a question, DFCS said he anticipates that implementing the proposed approach would have the effect of driving up the quality of risk analysis in management reports. A Governor commented that it would be very helpful for managers to refer to the Risk Register in reports; this was **AGREED**.
- 12.4 There being no further questions or comments, the Corporation took note of work in progress on risk management and **AGREED** to move on to the next Item.

**RESOLVED:****i To receive the report.****8 cont... Equality and Diversity Monitoring Report**

- 8.2 Governors **NOTED** that under the Equality Act 2010, the College must publish information to demonstrate compliance with the Public Sector Equality Duty.
- 8.3 The Clerk reminded Governors that the Code of Good Governance for English Colleges provides that the Corporation should, as a minimum, receive an annual equality monitoring report detailing work during the year, identifying the achievement of agreed objectives and summarising data on equality and diversity that colleges are required to produce (for example on staff recruitment and promotion). Additionally, the Financial Statements should include a description of the Corporation's Equality and Diversity Policy, including any measurable objectives such as the EDIMS, and outline progress on implementation.
- 8.4 Governors discussed the monitoring report, commenting that more in-depth analysis would be useful. They observed that, for example, the report does not identify whether the proportion of disciplinary issues attributed to Pakistani males is reflective of their presence in the learner population. GCEO said the Equality and Diversity Committee shared that view and may commission a supplementary report.
- 8.5 Concerns were raised again about the diversity of the Equality and Diversity Committee membership and Governors **AGREED** that the Academic Board should be invited to revisit the Committee's Terms of Reference to address the issue.
- 8.6 Governors **COMMENDED** management on a wide ranging, well attended programme and achieving good press coverage for Equality and Diversity events. GCEO outlined some improvements in terms of tracking attendance and the diversity of attendees.
- 8.6 The 2015-16 EDIMs (Equality and Diversity Impact Measures) were presented, and Governors were reminded that the purpose of EDIMs is to measure and monitor achievement gaps between groups of learners from particular cultural backgrounds, or who share particular personal characteristics. Attention was drawn to Ofsted guidance which suggests that providers should aim for gaps of

no greater than 5% between groups. GCEO reminded Governors that the College aims for gaps of no greater than 4% between groups.

- 8.7 GCEO said the College is generally effective at minimising achievement gaps and, by way of example, drew attention to the fact that, in 2015-16, students who declared disabilities slightly outperformed those who did not. He explained that where achievement gaps give cause for concern, EDIMs facilitate effective monitoring.
- 8.8 Governors **NOTED** that the achievement gap between white British females and Pakistani females (EDIM 1) had narrowed considerably, as had the gap between 16-18 students and 19+ students (EDIM 3). However the gap between male and female students (EDIM 2) had increased slightly and the gap between 16-18 students with declared learning disabilities or disabilities and equivalent 19+ students (EDIM 4) had increased by 0.8%.
- 8.9 GCEO said an additional EDIM is proposed in respect of the achievement gap between the mixed ethnic group and the College average, currently 8.9%. Governors **AGREED** that this should be adopted with immediate effect and the existing four should be carried forward as recommended; additionally, the Equality and Diversity Committee should be asked to consider and bring a proposal to the Corporation for an EDIM that is broadly equivalent to the measure used by schools to differentiate between disadvantaged pupils (meaning pupils from low income backgrounds who are eligible for free school meals) and non-disadvantaged pupils.
- 8.10 Governors **AGREED** that identifying the reasons for differences between groups and implementing actions to reduce them is a key quality improvement activity and more investment is needed to narrow any significant gaps. They commented that the approach to monitoring the EDIMs might well be enhanced by the provision of benchmarking data, to illustrate how big the achievement gaps at the College are relative to those at other providers with a similar student demographic.

**RESOLVED:**

- i That the existing Equality and Diversity Impact Measures should be carried forward for academic year 2016-17.***
- ii To approve an additional Equality and Diversity Impact Measure: the achievement gap between the 'mixed ethnic group' and the College average to be no greater than 4%.***
- iii To request a report on a potential sixth Equality and Diversity Impact Measure that is broadly equivalent to the measure used by schools to differentiate between disadvantaged pupils (meaning pupils from low income backgrounds who are eligible for free school meals) and non-disadvantaged pupils.*** Exec
- iv To approve the Equality and Diversity Monitoring Report for incorporation by reference in the Members' Report (formerly known as the Operating & Financial Review) to the Financial Statements.*** DFCS
- v To invite the Academic Board to review the Terms of Reference of the Equality and Diversity Committee to ensure that the risk that that Committee itself lacks diversity is adequately controlled for, including in terms of whether its members are predominantly managers.*** Academic Board
- vi To receive the report.***

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### 13. Search Committee Report and Action Points

13.1 In the absence of the Chair, the Vice Chair, Paul Ashton, reported on the business of the 3 November meeting. He drew attention to the Committee's advice in relation to the Statement of Corporate Governance, the skills survey and the composition and quorums of Committees. In particular, he said, the Committee considered an application from a prospective Governor, Judy Hooton, and is proposing her for appointment to the board. Judy Hooton was asked if she wished to make any representations and then was asked to leave the meeting while the Search Committee's recommendation was discussed.

#### *L 18.20 Judy Hooton left the meeting.*

- 13.2 Before discussing Judy Hooton's appointment, the Corporation reviewed the amended person specification for Independent Governors, **NOTING** the need for diversity among the Corporation's membership, particularly in light of the recent resignations of Nasreen Karim and Sameena Akhtar and the underrepresentation of women on the Corporation.
- 13.3 A related ethical concern was discussed in terms of a hypothetical prospective governor who is employed in, or strongly associated with, an industry the values of which conflict with those of the College, for example the tobacco industry in view of the College's expressed position on smoking articulated in its *No Smoking* policy. Governors debated whether the Search Committee should be specifically instructed not to put forward such an individual for appointment to the Corporation. After some debate, it was **AGREED** that such a factor should not automatically prevent someone from being considered for appointment and the decision should be the Corporation's.
- 13.4 Governors **AGREED** that the amended person specification should be approved, subject to the addition of "education experience" as a 'desirable' under 'Experience, Skills and Knowledge'.
- 13.5 Governors **NOTED** the Search Committee's advice in respect of the composition and quorums of the Audit and Search Committees. A Governor suggested that the Corporation should look for education experience among potential candidates for appointment to the Audit Committee as well, and this was **AGREED**.
- 13.6 Governors then referred to the CV and letter of application received from Judy Hooton. Paul Ashton advised that she had attended an informal interview and had toured the College with the Chair of the Corporation and the Chair of the Search Committee; she has also attended two Corporation meetings as an observer. He said the Committee considers she has significant experience of leadership and governance in education (albeit outside the Further and Higher Education sectors) and has the potential to make a valuable contribution.
- 13.7 It was **AGREED** that Judy Hooton should be appointed as an Independent Governor with immediate effect for a four year term.

#### **RESOLVED:**

- i. In accordance with clause 3 of the Instrument of Government and being satisfied that all requirements relating to Governor appointments are met, to appoint Judy Hooton as an Independent Governor with immediate effect for a term of four years to 16 November 2020.*



- 13.8 Paul Ashton drew attention to the Search Committee's recommendation that the Corporation adopt a policy, going forwards, that there should normally be a period of up to three months between the date a candidate is recommended to the Corporation and the date they take up appointment, to allow people to clear their diaries and to provide a cooling-off period. Having considered this advice, the Corporation **AGREED** to approve an amendment to the Standing Orders and the Procedure for Appointment and Re-Appointment of Governors to implement it. Subject thereto, it was **AGREED** that the amended Procedure for Appointment and Re-Appointment of Governors should be adopted.
- 13.9 The Corporation **AGREED** with the Committee that a risk assessment should be undertaken and a report produced by the Clerk on the risks relating to Freedom of Information handling. It further **AGREED** that the Freedom of Information Policy should be amended to state that, where a decision-maker reasonably considers that particularly sensitive information is being sought, Governors should be informed of the nature of the information and the reason for sensitivity before its release.
- 13.10 Paul Ashton reported that Independent Governor and Corporation Chair, Richard Wightman, is approaching the end of his term of office. He said he has expressed an interest in being re-appointed for a further term and the Committee considered the matter at its meeting.
- 13.11 Richard Wightman was asked to leave the meeting while the matter of his reappointment was discussed. As the Vice Chair was not present, it was **AGREED** that Paul Ashton would take the chair until he returned.

*L 18.40 Richard Wightman left the meeting.*

*R 18.40 Judy Hooton rejoined the meeting.*

- 13.12 Paul Ashton welcomed Judy Hooton to the Corporation and confirmed her dates of appointment.
- 13.13 The Clerk referred to her report on the proposal to reappoint Richard Wightman for a further term of office as an Independent Governor. She said the recommendation of the Search Committee is that, while he has been a Governor for a significant number of years, it is appropriate in all the circumstances that he be reappointed for a further term. Governors discussed the report and all **AGREED** that in light of the valuable contribution he can make at a time when the College is potentially facing further structural changes, Richard Wightman should be reappointed as an Independent Governor for a further term of four years with effect from the end of his current term.
- 13.14 Governors moved on to briefly discuss succession planning, in particular in terms of the approaching need to consider whether Richard Wightman should be appointed for a further term of office as the Chair of the Corporation. It was **AGREED** that this should be discussed at the next meeting.

**RESOLVED:**

- i In accordance with clause 3 of the Instrument of Government and being satisfied that all requirements relating to Governor appointments are met, to re-appoint Richard Wightman as an Independent Governor with effect from 25 May 2017 at the end of his current term of office for a term of four years to 24 May 2021.*

*R 18.45 Richard Wightman rejoined the meeting.*

13.15 Finally, the Corporation considered the updated Criteria and Selection Process for Honorary Fellows and **AGREED** that it should be adopted.

**RESOLVED:**

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| <i>i</i>   | <b><i>To adopt a policy, going forwards, that there should normally be a period of up to three months between the date a candidate is recommended to the Corporation and the date they take up appointment, and to amend the Standing Orders and the Procedure for Appointment and Re-Appointment of Governors to reflect this.</i></b> | Clerk |
| <i>ii</i>  | <b><i>To approve and adopt the amended Procedure for Appointment and Re-Appointment of Governors subject to the amendment mentioned in i above.</i></b>   | Clerk |
| <i>iii</i> | <b><i>To approve and adopt the amended Independent Governor person specification, subject to the addition of "education experience" as a 'desirable' under 'Experience, Skills and Knowledge'.</i></b>  | Clerk |
| <i>iv</i>  | <b><i>That a risk assessment should be undertaken and a report produced by the Clerk on the risks relating to Freedom of Information handling.</i></b>  | Clerk |
| <i>v</i>   | <b><i>That the Freedom of Information Policy should be amended to state that, where a decision-maker reasonably considers that particularly sensitive information is being sought, Governors should be informed of the nature of the information and the reason for sensitivity before its release.</i></b>                             | Clerk |
| <i>vi</i>  | <b><i>To approve and adopt the amended Criteria and Selection Process for Honorary Fellows.</i></b>   | Clerk |
| <i>vii</i> | <b><i>To receive the Search Committee minutes, synopsis and related papers and note their contents.</i></b>   |       |

**14 Special Committee meeting report**

14.1 In the absence of the Chair, the Vice Chair, Nasreen Karim, presented the minutes of the Special Committee, which had considered the case for the dismissal of senior postholder, Gareth Osborne, in consequence of the redundancy of his post. There were no questions or comments and the Corporation **AGREED** to receive the minutes and wind up the Special Committee, as it had completed its work.

14.2 The Chair expressed thanks to all Governors who had participated in the Committee.

**RESOLVED:**

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| <i>i</i>  | <b><i>To receive the minutes of the Special Committee.</i></b>                               |
| <i>ii</i> | <b><i>The Committee having fulfilled its remit, to wind it up with immediate effect.</i></b> |

**15 Terms of Reference, City Training Services**

15.1 The Clerk spoke to her paper and, in response to a question, added that, as the company is a wholly owned subsidiary, its directors are required to operate it in a way that is consistent with the interests of the College. This means that, in effect, the directors can be directed to make amendments to the Terms of Reference document.

15.2 In response to a further question, the Clerk said there would be no significant consequences if any director's appointments had not been validly renewed. She said the situation would need to be rectified but a provision in the company's Articles of Association provides that, notwithstanding the discovery of any defect in the

appointment of any director, any acts done at any meeting of the directors or by that person acting as a director are as valid as if their appointment had been duly made.

- 15.3 Governors **NOTED** the Clerk's advice and **AGREED** that, subject to the amendments outlined in the Clerk's report being made, the Corporation may be satisfied that the Terms of Reference document will function as a control in the way that the Internal Auditor intended.

**RESOLVED:**

- i That the Corporation is satisfied that, subject to the amendments outlined in the Clerk's report being made, the Terms of Reference document will function as a control in the way that the Internal Auditor intended; and it approves the Terms of Reference, if it is required to do so.*
- ii To receive the report.*

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**4 cont... Matters Arising**

- 4.2 Governors returned to the Matters Arising report and **NOTED** that a number of Items are not scheduled for this meeting but for a later one.

**Academic Governance arrangements**

- 4.3 The Clerk commented that, while there is merit to the proposal that the Academic Board should focus exclusively on Higher Education governance in future, there will clearly need to be some provision for Further Education governance, in particular for the signing off of academic policies and procedures. Governors **NOTED** that possible solutions include the establishment of a second Academic Board specifically for FE business or, alternatively, following the Further Education sector trend of adopting management orientated systems of policy approvals.
- 4.4 It was **AGREED** that the Executive should be instructed to report to the Corporation on the preferred solution for Higher Education and Further Education governance.

**RESOLVED:**

- i To request a report from the Executive on the preferred solution for Higher Education and Further Education governance.*

Exec

**Bradford College Education Trust ("the Trust")**

- 4.5 GCEO reported on the visit to the Samuel Lister Academy by representatives of the Regional Skills Commissioner. He said as it is too soon to see a material impact, the team will likely return for a further visit. He outlined possible outcomes for the Trust and advised that a fuller report would be provided in February.
- 4.6 The Chair advised that, in terms of governance arrangements at the Trust, having sought professional advice, the board of directors had agreed that some changes are needed, in particular in terms of the cross-pollination of the Corporation and Trust Board and the conflict of interests presented by having the same individuals appointed as chair and vice chair of both organisations. He said he would therefore be resigning as a director but would remain a member of the company.
- 4.7 Governors **TOOK NOTE** of these developments and **AGREED** that they would like to see any available reports as part of the context of the rationale for pursuing sponsorship of the Trust.

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**RESOLVED:**

- i To request sight of any relevant reports to inform decision-making.*

Clerk,  
BCET**Application for Taught Degree Awarding Powers**

- 4.8 Governors **NOTED** that the position is unchanged; the process is continuing.

**Validation Arrangements**

- 4.9 The Provost advised that discussions with the University of Bolton have gone well; in particular there has been some fast tracking of processes. He said he and the Registrar will be attending a further meeting tomorrow to discuss the process and the timetable.
- 4.10 The Provost commended the considerable efforts of Registrar Services, saying a great deal of information has been produced within an incredibly short timescale.
- 4.11 A Governor asked if there is a confidentiality agreement in place with Bolton University in respect of the information the College is sharing. The Provost said there is not, as the information being shared is not commercially sensitive and most of it is already in the public domain for various purposes.

  
**16. Evaluation of Meeting**

- 16.1 The Clerk presented a 'for information' report summarising the feedback on evaluation of the previous meeting and circulated forms for feedback on this meeting. It was noted that the full feedback would be reviewed by the Search Committee.

**17. Dates of Next Meetings**

- Thur 5 January 2017, 1600–1900 (tbc)  
Thur 2 February 2017, 1300-1800  
Thur 23 March 2017, 1600-1900

There being no further business the Chair thanked everyone for attending and for their contributions and the meeting closed at 19.15.

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<sup>1</sup> 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.