



Draft minutes prepared on 11 November 2016 from contemporaneous notes  
Draft minutes approved by the Chair via email on 12 November 2016

Approved by the Corporation:

  
Signed by the Chair

17/11/16.....  
Date

## Bradford College

### MINUTES OF THE MEETING OF THE CORPORATION HELD: Thursday 20 October 2016

#### Present:

Richard Wightman (Chair)	Governor
Mazn Amhamed	Governor (Student) (from 1550)
Paul Ashton	Governor
Terry Davis	Governor
Robert Holden	Governor (Staff) (from 1315)
Cath Orange	Governor
Karl Oxford	Governor (from 1400)
Debbie Rolls	Governor (Staff)
Ramindar Singh	Governor (from 1500)
Cllr Dale Smith	Governor
Andy Welsh	Governor (Executive)

The quorum was six Governors

#### In Attendance:

Joanna Green	Clerk to the Corporation ("Clerk")
Clare Hallows	Registrar (1515 to 1545)
David Hambleton	Director of Finance and Corporate Services ("DFCS")
David Harwood	Principal
John Kenyon	Interim Vice Principal
Liz Knowles	Assistant Clerk
Anita Lall	Assistant Principal Bradford 6 <sup>th</sup> Form College (1300 to 1310 and 1405 to 1500)
Richard Thomas	Provost

The meeting was held in the Bradford College Boardroom from 1300 until 1815. It was chaired by Richard Wightman as Chair elect.

*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 It was **NOTED** that the Register of Governor Attendance had been circulated but was not for discussion.

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

##### 1.1 Introductions

None were necessary.

## 1.2 Apologies for Absence

Apologies for absence were received from Eve Gregory, Dave Mann, Nazreen Karim and Cllr Nazam Azam, all due to work commitments.

## 1.3 Disclosures of Interest

The Clerk advised of a conflict of interest for staff and Staff Governors in relation to item 3.4 and for Local Authority Councillors and Local Authority Council staff in relation to item 17A and these were **NOTED**. The Chair reminded all Governors to declare interests as and when necessary.

## 2. Minutes of the meeting of 8 and 26 September 2016

- 2.1 The minutes of the meetings of 8 and 26 September 2016 were **AGREED** as true and correct records and the Chair was duly authorised to sign them.

### **RESOLVED:**

- i. ***That the minutes of 8 and 26 September 2016 are true and correct records and should be signed by the Chair.***

L 1310 Anita Lall left the meeting

## 3. Matters Arising

### 3.1 Freedom of Speech Policy.

- 3.1.1 Governors **NOTED** that the draft policy is being reviewed at different levels and consultation is being undertaken with the Students' Union. The Clerk advised that it is likely to be brought to Corporation on 15 December 2016.

Clerk

### 3.2 Samuel Lister Academy

- 3.2.1 Andy Welsh, the Group Chief Executive Officer ("GCEO"), said work continues on the improvement strategy and he will report again following the Trust's review of its governance arrangements. He said the board of trustees will be looking into what arrangements, if any, should be referred back to the College to review. He added that the Department for Education will expect to see effective and appropriate governance arrangements in place at all levels.

GCEO

### 3.3 UKVI Licence

- 3.3.1 David Hambleton, Director of Finance and Corporate Services ("DFCS"), informed Governors that, having taken legal advice, the Executive intends to seek leave to go to judicial review over the revocation of the UKVI licence, not least because of the reputational risk to the College. In the meantime, he said, the students yet to start courses have not entered the country. Governors **NOTED** that the immediate impact of the revocation of the licence is that while the College can still recruit international students to short term courses which do not require a visa, it cannot recruit to any degree courses and faces a loss of income.

**3.4 TDAP/HE Validation and Partnership Arrangements:**

3.4.1 Richard Thomas, the Provost, spoke to his report, restating his advice to the previous meeting and updating Governors generally, including reading out a letter from the University of Bolton, which is poised to become the College's new validation partner. Governors **NOTED** that a five year term validation agreement is proposed and that the first planning meeting for the validation process will be on 28 October. The Provost said an opportunity for validation with the Open University will remain available.

3.4.2 A Staff Governor requested early communication with staff about validation arrangements both for morale and for curriculum planning purposes and the Provost said he will make an announcement as soon as possible.

3.4.3 [Redacted]

3.4.4 [Redacted]

3.4.5 [Redacted]

3.4.6 [Redacted]

3.4.7 [Redacted]

3.4.8 [Redacted]

**RESOLVED:**

- i. To instruct the Provost to make the scrutiny report available to all Governors before the next meeting.***
- ii. To receive the report.***

<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.

### 13A. Student Numbers Update (HE)

13A.1 The Provost reported to-date HE recruitment numbers of 2,439 with a potential further 100, which is below the budgeted target. He said the dip was generally across the range of courses, although some showed a small increase.

#### **RESOLVED:**

*i. To receive the report and note its contents.*

### 9. HE Results – Summary of 2015-2016 Outcome

9.1 The Clerk advised that management had asked for this item to be deferred until the meeting of 17 November 2016 due to the final data not being available and this was **AGREED**.

#### **RESOLVED:**

*i. To defer the item to 17 November 2016.*

*R1400 Karl Oxford joined the meeting*

Provost/  
Agenda  
17.11.16

### 11. Higher Education Destination of Leavers Report

11.1 Governors were pleased to receive a positive report from the Provost on the College's performance in the 2014/15 Destinations of Leavers from Higher Education ("DLHE") survey<sup>2</sup>, accompanied by detailed statistical analysis. They congratulated management on the 91% participation rate and the positive message overall. In response to a Governor question, the Provost said the survey does not dial down into the reasons for individuals not being in employment, education or training and agreed that individuals who are raising a family or caring for a relative may define themselves as "unemployed".

#### **RESOLVED:**

*i. To receive the report and congratulate management on some excellent outcomes.*

### 10. Higher Education Student Surveys: end of stage 2015-2016 and National Student Survey<sup>3</sup> Comparison

10.1 The Provost presented his report, providing an overview of the College's performance in the latest National Student Survey ("NSS"), with a comparison to national performance indicators. Governors **AGREED** the data showed a pleasing satisfaction rating, albeit satisfaction fell by 3% compared to the previous year. Asked what management is doing to improve and maintain student satisfaction levels, the Provost said meetings are taking place with each Faculty and management to look at the NSS results and areas of concern, particularly areas of shared resource with Further Education ("FE") such as the library and IT. DFCS said the discussions could drive investment decisions to be made this year.

<sup>2</sup> The Destinations of Leavers from Higher Education (DLHE) survey collects information on what all leavers from Higher Education programmes are doing six months after qualifying from their Higher Education course.

<sup>3</sup> The National Student Survey collects feedback from undergraduate students in the UK, via a survey, on their experiences of various aspects of their courses.

- 10.2 A Governor observed that, overall, the College has dropped 33 places in the national ranking since the previous survey and the Provost explained that there had been a lower performance in one Faculty and affecting a large number of students, which had adversely impacted the overall satisfaction level. He said following some investigation, the causes were thought to be legacy, rather than current issues.
- 10.3 A Governor drew attention to the fact that another local college has moved up 141 places in the rankings and asked whether management has visited that institution to find out what they are doing differently. The Provost agreed this was a good idea and speculated that their success likely has to do with better management of expectations. He added that Bradford College students frequently comment on having to share with FE students and this may be something to think about in the future.

**RESOLVED:**

- i. To receive the report and note management's plans to make use of the feedback provided.*
- 4. Report on Chair's Actions**
- 4.1 The Chair reported that he had taken Chair's Action to appoint Paul Ashton to the Special Committee to ensure quoracy ahead of its meeting on 17 July 2016; also to approve an approach to two individuals from the nominations list for Honorary Fellowships in order to meet deadlines.

*R1405 Anita Lall rejoined the meeting.*

**2015-2016 OUTTURN**

**14. Briefing on FE Performance Measures for Progress and Success**

- 14.1 David Harwood, the Principal, gave a briefing to Governors on the recent changes to the FE performance and success measures and terminology. He reminded Governors that Ofsted Inspectors will make key judgements in specific areas in line with the new Common Inspection Framework, and he identified the different types of provision that will be judged.

**5. FE Achievement, Retention and Success Rates 2015-16**

- 5.1 The Principal then spoke to his detailed report on the FE outcomes for 2015-16.
- 5.2 A Governor commented on the performance differential between the overall College figures and those excluding English and maths as compared with performance nationally. The Principal said the national data for 2015-16 is not yet available but he expects the College's outturn to be reflective of the national picture: a drop of around 3% is anticipated and is being attributed to the significant increase in volume of those taking English and maths. He said improving attendance at English and maths classes will be a key challenge.
- 5.3 Governors moved on to discuss the challenges presented by the demographic profile of the City and high levels of deprivation. They **ACKNOWLEDGED** that there are particular challenges in the District that must be confronted as part of the overall strategy for success and **AGREED** that consideration of 'distance travelled' is an important element in contextualising learners' achievements.
- 5.4 John Kenyon, the Vice Principal, said the College does pick up students from a lower starting point than many other institutions but there are ways to redress

the balance; the Governor-led English and maths task and finish group helped cultivate some strategies last year. He reminded Governors that public perception will be based on overall achievement against national average; it will take little account of demographics. Governors **AGREED**, one remarking that other Colleges have adjusted their corporate thinking to expect much more from students, with much success, albeit this is not easily done.

- 5.5 In terms of A Levels, Anita Lall, Assistant Principal Bradford 6<sup>th</sup> Form College ("AL"), reported a dip in performance due largely to retention issues and many subjects having small group sizes. She said retention will be a key focus area for the coming academic year.
- 5.6 Governors **NOTED** that Apprenticeship outcomes were very good: 84% against a national average of 70%, with the highest achievement rate of 93% in the 24+ age range. It was **AGREED** that this was a good base from which to move forward.
- 5.7 Governors **NOTED** with concern that the overall attendance target had been missed by some margin and sought assurance from the Principal that improving attendance will be a priority in the quality improvement plan for 2016/17. The Principal agreed that it would and outlined the strategy for tackling the issue. He said, in particular, he is introducing termly progress reviews, where the Senior Leadership Team will review each programme and student and progress will be reported to Governors via the FE data dashboard.

*R1455 Ramindar Singh joined the meeting and gave apologies for lateness.*

## 6. FE End of Year Student Survey

- 6.1 Governors **NOTED** that the End of Year Student Surveys showed a drop in student satisfaction rates, particularly in the areas of 'organisation of my course' and 'my course generally' with areas for improvement identified as:
- Computer facilities good enough for my needs (77% agree, -3)
  - I have regular 1:1 reviews with staff (74% agree, -12)
  - Changes/improvements made in the College (74% agree, -8)
- 6.2 However, the Principal stated the data was found to be unreliable for a number of reasons, particularly:
- The survey was issued to some groups where managers had particular concerns, in particular Academic Studies and Advanced Technology, where managers had used the survey as a means of gathering evidence.
  - The survey was issued without any explanation to the students, who did not understand some of the terminology used and did not recall some of the activities they had participated in, earlier in the term(s).
  - The survey was issued to different groups of students at each survey point, therefore not measuring consistency of the learners' experience.
- 6.3 The Principal said to rectify this the wording has been reviewed and simplified for the 2016-17 surveys and, for consistency, the same learners will be surveyed throughout the year, to gauge their experiences on their learning journeys.
- 6.4 In answer to a Governor question, the Principal said he would find out the cost of using the data processing company QDP and would inform the Governor.

Principal

## 7. FE Destination of Leavers Report

- 7.1 The Principal reminded the meeting that the destinations of FE leavers are to be reported in the new headline performance measures for 2016. Governors **NOTED** that this performance measure is intended to demonstrate how successful institutions are at preparing learners for the real world and helping them progress to sustained education, employment, and training.
- 7.2 The Principal said there is a lag in the reporting of destinations, hence the reporting of 2014-15, to enable the collection of reliable data showing sustained destinations. He added the intended destinations are collected by the course teams during the summer term and recorded on EBS prior to the students completing their courses. Student Champions were employed during the summer of 2016 to gather data on the 'actual' destinations of expected leavers in 2014-15 although a number of former students were uncontactable which was reflected in the 'unknown' category. Attempts were made to contact 100% of 16-18 leavers and 70% of 'all funding types' were contacted.
- 7.3 It was **NOTED** that all FE College's destinations outcomes are expected to significantly improve with the addition of information from HM Revenue & Customs and the Department for Work and Pensions tax and benefits records.

## 8. FE Restructure – progress report

- 8.1 The Principal said appointments have been made to various key posts and the restructure is progressing well. The current Vice Principal will be taking responsibility for the Technical and Vocational College on an interim basis.

## 13A. Student Numbers Update (FE)

- 13A.1 The Principal spoke to his report, which reported current Education Funding Agency ("EFA") funded student numbers. He explained that the funding allocation had been significantly increased since the previous year. He said the need to support students to continue on their programmes has been strongly emphasised to staff and it is hoped that more learners will join in the November and January intakes.
- 13A.2 Governors discussed the take up of advanced learning loans. One commented that, with relatively few NEETs in the local area, it may be that the Government is pushing something that there is little demand for.
- 13A.3 A Governor reported that at a College Open Day event he had visited, the impression being given of the College by some staff members was not as it should have been. The Principal gave his commitment to address the matter.
- 13A.4 It was **AGREED** to receive the report as it related to all the Principal's items and AL was thanked for her attendance.

Principal

### **RESOLVED:**

- i. To receive the Principal's report relative to items 5, 6, 7, 8, 13A and 14.*

*L1500 Anita Lall left the meeting*

## 12. Governance Self-Assessment Report and Quality Improvement Plan

- 12.1 The Clerk presented her report on Governor Self-Assessment and the Governance Quality Improvement Plan, advising that a self-assessment grade for effectiveness of leadership and management must now be agreed.
- 12.2 In discussion, Governors **AGREED** as follows: that in areas where the Corporation strongly focused its attention there were very positive outcomes, which demonstrates the potential for significant impact through governance. Examples include the development of strategies around the teaching of maths and English, the measures taken to enhance the safeguarding provision and the firming up of the College HR strategy. Feedback from managers on the impact of Governor involvement and engagement had been very positive, as had the staff response to Governors attending staff training events. Nonetheless, there are important areas still requiring attention, as is clear from the results of the staff satisfaction survey and the overall outturn. In particular, there are concerns around the evidencing of performance management and there is a need to better elucidate and communicate the board's ambitions. Despite some outstanding features, a grade 2 is appropriate.
- 12.3 Turning to the Quality Improvement Plan, the Clerk asked Governors how satisfied they are that the approach proposed will lead the Corporation from a grade 2 towards a grade 1. After some discussion, it was **AGREED** that Governors would send further feedback on both documents by email or telephone, following which a final version of each would be produced by the Clerk. It was **AGREED** that, in the meantime, the Quality Improvement Plan should be adopted as a working document for the 2016-17 year.

### **RESOLVED:**

- i. To self-assess at grade 2 for effectiveness of leadership and management for the reasons minuted above and expounded in more detail in the draft Self Assessment Report.*
- ii. To revisit the draft Self Assessment Report and Quality Improvement Plan following further Governor input.*
- iii. To adopt the current version of the Quality Improvement Plan as a working document for the 2016-17 year.*

*R1515 Clare Hallows joined the meeting.*

*L1515 Liz Knowles left the meeting.*

## 15. Briefing on the Teaching Excellence Framework for HE

- 15.1 Clare Hallows, the Registrar, gave a briefing on the new Teaching Excellence Framework ("TEF"), highlighting the key indicators for assessment; the core components of the revised approach to quality assessment; and the baseline regulatory requirements against which providers will be reviewed and the outcomes, judgments and reference points. Grading against those, she said, would be bronze, silver or gold.

*R1520 Liz Knowles rejoined the meeting*

- 15.2 In response to a question, the Registrar said it is widely believed that colleges will struggle to achieve more than bronze in their first assessment; not due to



quality issues but because College based HE will be unfamiliar to reviewers applying new standards. However, it should be possible for the College to achieve Silver in the succeeding assessment. She observed that the TEF guidance document is not yet finalised.

15.5 A Governor whether the TEF indicators will lend themselves to conversion to key performance indicators ("KPIs") for HE and the Registrar said she felt that would be quite straightforward.

15.6 The Registrar was thanked for her presentation and update.

1545 *The meeting was adjourned for a refreshments break and reconvened at 1555.*

L1545 *Clare Hallows left the meeting.*

## 2016-2017 TARGET SETTING

### 16. Approval of Strategic Key Performance Indicators and target setting

16.1 DFCS presented draft KPIs aimed at facilitating the monitoring of progress towards the achievement of the College's six strategic goals. He explained how the KPIs could also be used as part of the framework of performance management for Senior Postholders.

16.3 The Chair said the objective for this part of the meeting was to identify a set of appropriate and sufficient KPIs by which each objective underpinning each of the College's strategic goals can be monitored. He said without effective monitoring tools in place, there is a risk that the strategic goals will not be achieved.

16.4 After discussion, it was **AGREED** that break-out groups of Governors should each take two of the strategic goals and review the suggested KPI's assigned to them, making amendments or deletions and suggesting new or additional KPI's as appropriate.

1635 *The meeting went into break-out sessions to consider the proposed KPI's.*

1710 *The meeting reconvened.*

16.5 DFCS took feedback from each break-out group and this was discussed, following which discussion, DFCS undertook to bring an amended document to the meeting of 17 November 2016 for consideration and approval.

DFCS

16.6 Governors thanked DFCS for his work so far and it was **AGREED** that targets would be set at the next meeting.

### **RESOLVED:**

*i. To set targets against the KPI's at the meeting of 17 November, 2016.*

*ii. To receive the report.*

### 13. Staff Survey

13.1 DFCS referred to the outcome of the National Staff Survey, undertaken during May and June 2016 by the University of York for the English FE sector. He explained that participation in the survey is optional for colleges; in addition, each college has the option to select which questions are included in their staff

survey. Given the significant challenges and changes at the College over recent years, the Executive decided to participate fully in all aspects of the survey in order to create a baseline for improving employee satisfaction.

- 13.2 Governors expressed significant concern at the survey outcomes. A Governor commented that it was a negative picture which would inevitably have an impact on delivery and asked how the Executive proposes to mitigate against the effects of low morale in practical terms. DFCS said initiatives and action plans will be put in place, such as staff training and planning days, the development of a more effective communication strategy and more opportunities for staff to engage with management to share the problems they are facing, as well as what is good and what needs to be improved. In terms of Governor oversight and assurance, he said staff satisfaction is one of the proposed KPIs, as are staff turnover and sickness absence.
- 13.4 A Staff Governor suggested that the focus of the forthcoming all-staff training and planning ("TAP") day should be listening and giving ownership, as there is a feeling of lack of empowerment in some areas. GCEO acknowledged the concern.
- 13.6 A Governor asked whether the outcome of the survey came as a surprise to management and GCEO said it had not; the high sickness absence rates reported to the Corporation last year were a good indicator. A Governor asked about the relationship with the trade unions and other staff representatives and GCEO said a lot of work has been done over the last year with the support of Acas<sup>4</sup> to try and improve relations and both sides are seeking a more effective relationship.

**RESOLVED:**

- i. To receive the report.*
- 17. **Report from Remuneration Committee on key performance indicators and objectives for Senior Postholders and the Clerk**
  - 17.1 It was **AGREED** to defer this item to the meeting of 15 December, due to the Remuneration Committee meeting having adjourned before completion and as it would not reconvene before the next Corporation meeting.

**RESOLVED:**

- i. To defer the item to the 15 December 2015.*

*Declarations of interest were made in connection with the next item from Cllr Dale Smith and Terry Davis in their capacity as local authority Councillor and local authority employee, although it was noted that it was unclear whether the Local Authority actually has an interest.*



<sup>4</sup> Acas (Advisory, Conciliation and Arbitration Service) is a non-departmental public body which provides free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law.

[REDACTED]

[REDACTED]

[REDACTED]

*i.* [REDACTED]<sup>5</sup>

*ii.* *To receive the report.*

## 18. Audit Committee Report

- 18.1 Paul Ashton, Chair of Audit Committee, presented the minutes of the recent meeting and the recommendations and items of note set out in the synopsis were **NOTED**. Paul Ashton said the main thing to report is the findings of the Internal Auditor; as identified in the synopsis to the Audit Committee's minutes, the audit opinion is that there are weaknesses in the College's framework of governance, risk management and control, such that it could be or could become, inadequate and ineffective. He explained that there are four levels of opinion open to the Head of Internal Audit and this opinion is effectively a grade three. It was **NOTED** that the internal auditor had made positive observations about the direction of travel and the management approach.
- 18.2 It was **NOTED** that copies of the Internal Audit strategy and plan and the annual report from the internal auditor, RSM, had been circulated for information. The contents of both were **NOTED**.
- 18.3 Governors considered the Committee's advice in respect of the areas of the business where internal audits had resulted in only partial assurances being given and **AGREED** that on the basis of the Audit Committee continuing to have oversight, they were satisfied that the actions being taken by management to strengthen the control framework would be adequate.
- 18.4 Governors also considered the Committee's advice in respect of the implementation of internal audit recommendations and **NOTED** that the Committee is continuing to monitor this and will report again in due course.
- 18.5 Governors were then referred to two proposed amendments to the Corporation's accounting policy:

<sup>5</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.

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- (1) in terms of the treatment of Government grants: from the accruals method to the performance model; and
  - (2) in respect of the revaluation of fixed assets, to separate land from buildings and also on a building by building basis.
- 18.6 Paul Ashton explained that the rationale for the proposed changes had been considered by the Audit Committee in some detail and, in each case, the Committee had agreed that it made sound commercial sense. The Committee advises that the new approaches proposed would each amount to appropriate and satisfactory accounting policies. Following a brief explanation of the rationale for the proposed changes, the Corporation **AGREED** to make them, with immediate effect.
- 18.7 It was **NOTED** that, going forwards, the Audit Committee would like its role in respect of accounting policy to be set out in its Terms of Reference.

**RESOLVED:**

- i. To note the advice of the Audit Committee in respect of:*
    - a. the independence of the internal audit service;*
    - b. the scope of the Internal Audit Strategy and Plan;*
    - c. the performance measures and indicators for the internal audit service for 2016/17 and compliance with the same for 2015/16;*
    - d. the concerns raised by the Internal Audit Service in respect of the College's framework of governance, risk management and control;*
    - e. the areas of the business where internal audits have resulted in only partial assurances being given; and*
    - f. the implementation of internal audit recommendations.*
  - ii. To note the scope and objectives of the work of the internal auditor.*
  - iii. That on, the basis of the Audit Committee continuing to have oversight, the Corporation is satisfied that the actions being taken by management to strengthen the control framework detailed in the Audit Committee's minutes will be adequate.*
  - iv. To approve the proposed changes to the College's accounting policy set out in the 22.09.16 Audit Committee minutes at page 13, minutes 12.2 and 12.3 with immediate effect.*
  - v. To review the Audit Committee Terms of Reference in due course.*
  - vi. To receive the report.*
- 19. Proposed Amendments to the Instrument and Articles of Government**
- 19.1 Governors considered and approved a proposed amendment to Clause 8.4 of the Instrument of Government, which related to the number of meetings a Governor may miss in succession or over a twelve month period, before his or her membership is automatically terminated.

**RESOLVED:**

- i. To amend Clause 8.4 of the Instrument of Government by the removal of the words, "three meetings in succession" and the substitution of the words "three Ordinary meetings in succession"; and the removal of the words, "four meetings in any twelve month period" and the substitution of the words, "five Ordinary meetings in any twelve month period".*
- ii. To receive the report.*

**20. Credit Control and Debt Management Policies**

- 20.1 It was **NOTED** that the proposed detailed financial procedures originally presented to the meeting of 7 July 2016 were being presented again unchanged, following a management review.
- 20.2 It was **AGREED** to adopt the credit control and debt management policies with immediate effect.

**RESOLVED:**

- i. To adopt the credit control and debt management policies with immediate effect.*

**21. Terms of Reference: Senior Leadership Team**

- 21.1 It was **AGREED** to defer this item to a future meeting. Clerk

**RESOLVED:**

- i. To defer the item to a future meeting*

**22. Terms of Reference: Academic Board**

- 22.1 It was **AGREED** to defer this item to a future meeting. Clerk

**RESOLVED:**

- i. To defer the item to a future meeting*

**23. Terms of Reference: City Training Services**

- 23.1 It was **AGREED** that consideration of this item be deferred pending the Clerk revisiting these. Clerk

**RESOLVED:**

- i. To defer the item to the next meeting*

**24. Safeguarding Policy**

- 24.1 The Principal presented the draft Safeguarding Policy, which is intended to replace the existing policy and to reflect recent changes in legislation and guidance. Governors **CONFIRMED** that they had reviewed the policy, were happy with the content and tone and **APPROVED** it.
- 24.2 There was a request that in future a red-line version be distributed showing the changes and the Principal undertook to ensure staff took note of this request. Principal

**RESOLVED:**

- i. To adopt the new Safeguarding Policy with immediate effect.*

**25. Evaluation of Meeting**

25.1 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.

**26. Dates of Next Meetings**

Thur 17 November 2016, 1600 – 1900

Thur 15 December 2016, 1600 – 1900

There being no further business the meeting closed at 1815.