



Draft minutes prepared on 2 February 2016 from contemporaneous notes
Draft minutes approved by the Chair via email on 2 February 2016

Approved by the Corporation:


Signed by the Chair

...2/2/16
Date

Bradford College

MINUTES OF THE MEETING OF THE CORPORATION HELD: Thursday 21 January 2016

Present:

Richard Wightman (Chair)	Governor
Mazn Amhamed	Governor (Student)
Paul Ashton	Governor
Angela Cawthra	Governor
Eve Gregory	Governor
Robert Holden	Governor (Staff) (from 1605)
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)

The quorum was six Governors

In Attendance:

Jane Barrett	Head of Quality Enhancement (for items 5 and 6 only)
Joanna Green	Clerk to the Corporation (Clerk)
David Hambleton	Group Finance Director (GFD)
David Harwood	Principal
Liz Knowles	Interim Assistant Clerk
Gareth Osborne	Group Chief Operating Officer (GCOO)
Richard Thomas	Provost

The meeting was held in the Boardroom Bradford College commencing at 1600 and ending at 1820.

The meeting was a special meeting of Corporation chaired by Richard Wightman as Chair Elect.

On behalf of the Corporation the Chair welcomed new Provost Richard Thomas and also new Governors Cath Orange and Debbie Rolls to their first full meeting of Corporation.

1. Apologies and disclosures of interest

- 1.1 Apologies for absence were received from Terry Davies (retrospectively), Nasreen Karim and Khan Muzzamil Nawaz. The Clerk confirmed the meeting was quorate.
- 1.2 The Chair asked for relevant disclosures of Interest. There were none. He reminded Governors to declare their interests as and when necessary on the Agenda.

2. Minutes of the meeting of 5 November 2015

- 2.1 The minutes of the ordinary meeting of 5 November 2015 had been circulated and the Clerk pointed out an error on page 13 where it stated "... only 30 students progressing" and this should in fact have been "... only 300 students progressing". Clerk
- 2.2 Subject to the above amendment the minutes were **AGREED** as a correct record and a copy duly signed by the Chair.

RESOLVED

- i. **To agree the minutes of the Corporation meeting of 5 November 2015 as a correct record and that they be signed subject to the amendment above**

3. Matters Arising

- 3.1 **Prevent Duty Report** – this will be available to be reviewed by Corporation on 3rd March 2016. Princip
- 3.2 **Equality and Diversity Strategy** – an update to be presented to Corporation on 4th February 2016. GCOO
- 3.3 **Annual Business Plan and Key Performance Indicators** – following the presentation of the data dashboard at this meeting Executive to produce a revised Annual Business Plan for presentation to Corporation on 4th February 2016. GCOO
- 3.4 **Committee Terms of Reference** – the Clerk to present new Terms of Reference for the Remunerations Committee to the Corporation on 3rd March 2016. Clerk
- 3.5 **Review of Policies and Procedures** – the Clerk reported that Standing Orders and the Code of Conduct had been recently updated. New Financial Regulations are to be taken to Audit Committee for review in the near future. Clerk
- 3.6 **Reporting Policy** – The Clerk to present a draft policy on the Corporation's reporting requirements to the meeting on 4th February 2016. Clerk, Agenda 04.02.16
- 3.7 **Provost's Report** – Regarding the Higher Education ("HE") leavers' destinations, the information for 2014/15 would not be available until later in the year, however it was felt that it would be valuable to receive the analysis of the data from the previous year and that the contents of the report on the 2013/14 data that was presented at Academic Board would be made available to Governors. Provost, GCOO
- 3.8 **Policy issues arising from public complaint** – preparation of a draft policy on this may be subsumed by working being undertaken on the College's values/British values. However it is currently allocated to the Corporation agenda for 3rd March 2016. Agenda 03.03.16
- 3.9 **Key Performance Indicators** – these are on the agenda for the 4th February 2016 Corporation meeting. Agenda 04.02.16
- 3.10 **Financial Regulations** – a revised version to be brought to Corporation on 3rd March 2016 following review by Audit Committee. Agenda 03.03.16
- 3.11 **Students' Union Constitution and Relationship** – this was tabled for information at the meeting of 17th December 2015.

- 3.12 **Students Union Annual Report and Accounts** – this was received by Corporation at the meeting of 17th December 2015.
- 3.13 **Further Education (“FE”) Performance** - although national rates for 2014/15 are not yet available, it was felt appropriate to bring last year’s College out-turn performance and the historical national information to the Corporation February meeting. **Principals Agenda 04.04.1**
- 3.14 **Review of Safeguarding processes and procedures** – an action plan was tabled at the meeting of 17th December 2015.
- 3.15 **Provost’s Report and Report on the HE Retention Strategy** – a details action plan and report was received by Corporation at its meeting of 17th December 2015.
- 3.16 **Update on the status of the College’s application for Taught Degree Awarding Powers** – report still pending and to be brought to the meeting of 4th February 2016. **Agenda 04.02.1**
- 3.17 **Management Accounts and Cashflow Forecast:**
- Student attrition report received by Corporation at its 17th December 2015 meeting.
 - Updated report to take account of £700 VAT recovery in respect of the David Hockney Building was received by Corporation at its 17th December 2015 meeting.
- 3.18 **Staff Pay – outcome of quarterly review** – Executive is due to review the position and bring another update to Corporation on 3rd March 2016. **Executive Agenda 03.03.1**
- 3.19 **Audit Committee Minutes:**
- The Audit Committee Annual Report was approved by Corporation at its 17th December 2015 meeting;
 - College’s Marketing Strategy, an earlier draft of which was reviewed by the Policy and Resources Committee at the end of the last Academic Year, will be brought to the Corporation meeting of 4th February 2016;
 - A report on the College’s strategy for improving progression from FE to HE within the College remains outstanding. A working group is being established to look at this, work having already started with FE Heads of Department and a report will be brought back to the meeting of 7th April 2016. **Principals Agenda 07.04.1**
- 3.20 **Health, Safety and Welfare Committee minutes** – to be on the agenda for the Corporation meeting of 4th February 2016. **Agenda 04.02.1**

4. Proposed amendments to the Instrument of Government

- 4.1 The Clerk spoke to her report and reminded Governors that at a previous meeting, a draft Instrument of Government was approved. She said this has not yet gone to consultation, due to discussions continuing about the content of the draft. One of the proposed amendments was to increase the maximum number of Executive Governors to three. After further discussions about this at the Search Committee of 7th January 2016, the Corporation is invited to rescind its approval of the draft Instrument and Articles of Government approved for consultation at the meeting of 8 October 2015 (minute 19, 08.10.15 refers) and substitute a resolution approving the

same draft amended as per the Clerk's report, for consultation immediately following this meeting. This was **AGREED**. Clerk

RESOLVED:

1. ***To rescind the resolution of 8 October 2015 approving draft Instrument and Articles of Government for consultation.***
2. ***To approve for consultation the draft Instrument and Articles of Government approved on 8 October 2015, subject to the amendments proposed by the Search Committee and set out in the Clerk's report.***
3. ***To receive the report.***

5. Quality Improvement Plan

The Clerk introduced the Item, stating that it comprises three reports:

- The College's FE Quality Improvement Plan ("QIP");
- The self-assessment report for the Corporation ("Governance SAR"); and
- The Corporation's own quality improvement plan.

She reminded Governors that the QIP contains policies and action points to address Areas for Improvement identified in the College's Self Assessment Report ("College SAR"), which was presented at the last ordinary meeting of the Corporation. Approving the QIP is one of the Corporation's key duties.

The Clerk said she had produced a survey, based on Association of Colleges's guidance on what Governors should know about FE quality and standards and proposed that all Governors with 6 months or more in post should undertake the survey; this would establish the baseline for measuring distance travelled and the survey could be repeated in, say, six months time to see if Governors' confidence levels and knowledge have improved. The Clerk suggested that including new Governors in the exercise would frustrate the objective of determining the extent to which those Governors who ought to understand their role in relation to FE quality and standards, do. A Governor suggested that Governors could identify if they had less than six months in post and it was **AGREED** that they could take part if they chose but their results should not be included in the baseline.

It was **AGREED** to defer completion of the survey to the end of the meeting.

5.1 College QIP

David Harwood, the Principal, introduced the QIP which he said would look at FE and what key actions were needed to make an improvement based on the College SAR. He reported that a separate scrutiny group for Maths and English had already been established and had its first meeting on 13 January.

Jane Barrett, Head of Quality Enhancement ("HQE"), spoke to the QIP, stating that it is based around the four key judgements contained within the CIF and identifies a number of key areas for focus, each of which has been given a RAG (red, amber or green) rating. She said because the QIP is being produced quite late in the planning cycle, this is the first term update and there are a small number of actions which remain red.

She said some key positives were:

- In terms of leadership and management, there are now clear mechanisms for monitoring and review of provision and strategy, business planning and performance review. The College's senior leadership team meets every week, so there is clarity and clear communication across all levels of management.
- Teaching Learning and Assessment remains a strong area. To drive improvement, there will be a full review of the FE Teaching and Learning strategy. A development programme for all new staff who support teaching and learning will be rolled out and the first of three Teaching And Planning days ("TAP days") based around personal development behavior and welfare has taken place. Teaching and Learning development coaches and progress coaches have an action plan to support progress and tracking of students to support attendance; these are now in place so we should start to see the impact of that work.
- Personal Development Behavior and Welfare - a lot of work placements for study programmes have been sourced but those are not necessarily meaningful experiences for students.
- In terms of Outcomes for Learners, attendance for functional skills is now 71%, which is up and above where it has been for a couple of years. Management is starting to see a return on the work it has done. Some earlier examinations are being taken in the next few weeks and students who are ready will be going for them.

HQE said attendance at 83% at the end of last year was a concern with strong actions needed. She said we have not made sufficient progress as yet; attendance across the board is 83.9%, with Maths at 66% and English at 68%. However, there are still issues around completion of registers. We should start to see the impact of progress coaches now they are in place. They are chasing up and following up on progress with reports. Therefore this matter is still showing as red.

Governors made comments (C) and asked questions (Q) as follows:

Q In the section on Personal Development, Welfare and Behaviour, there is an objective to increase the number of students who have access to meaningful work placements. Under "Outcomes to Date", I see that Beacon Recruitment has only found placements for 43% of those requiring a placement. Are we significantly off target?

HQE No. Some areas such as Early Years, have strong links with employers and source their own placements. Beacon Recruitment has only been tasked with finding placements for 1,400 of the 2,706 learners who require them. It is supporting areas with less experience of employer engagement.

C Management needs to make sure we get the full picture.

HQE We will try and pull in information from all areas for the next report.

GCEO Then the target should show as red because not all areas are complete.

HQE We are satisfied that work is ongoing to pull everything together but some areas are further ahead than others.

- Q Are we overreliant on Beacon Recruitment? Can we be comfortable with the arrangement?
- HQE No we are not overreliant in my view.
- Q How do people get advice on placements? Is it just through Beacon?
- HQE Discussion happens at Senior Leadership Team and Head of Department meetings.
- Q We have known for two years that attendance at maths and English functional skills classes was going to be a condition of funding. Given the risk, surely there can be no excuse for not being able to register attendance for everybody all the time. Is that correct?
- GCEO There are some technicalities which mean that answering that question is not completely straightforward - but yes. David Harwood is tasked with ensuring that people who are enrolled on programmes are attending, but we are not quite there yet. Monitoring attendance is part of the picture but we also need assurance that all students who should be enrolled on a course are. This is a key focus of activity for us.
- HQE According to the Management Information System ("MIS") reports, all students who started in September have now been grouped. There is a backfilling issue with registers which means we do not have a complete picture of the attendance figures. The Head of Department English and Maths has been tasked with addressing this. He has established a Task and Finish Group, which Eve Gregory chairs. The aim is to have all registers up to date by half term (15 February).
- C Staff have been bringing two issues to me. One is the way the setting up of the new system has been communicated to staff; the other is staff capacity to chase up non-attendance. The number of students involved is phenomenal and the administrative staff has been reduced. It is good to hear about the progress coaches.
- HQE We have been clear that it is the responsibility of all staff to get students to maths and English classes.
- C The Corporation's commitment to maths and English is pleasing but this should be a college wide policy, not one that only applies to FE. We also need to improve literacy on our HE courses. Whatever you are studying, you need maths and English. We also have experienced people on the HE side who could make a valuable contribution to the drive to improve literacy and numeracy. We have people who have written policies on literacy and who train people to teach literacy and numeracy.
- Principal It is a great idea to involve the whole College and we should explore it further.
- C It seems like the college got wrong footed but it was a big year this year with a lot of changes coming very quickly; it is not entirely surprising that registers are not up to date, considering how overwhelming it was.

- C We don't want people to be overwhelmed, we have many more students and need to be ready to receive them properly and decently in a business-like fashion.
- C Jane mentioned the Task and Finish Group, which I am chairing. I just want to say that none of the concerns that has been aired today has not also been discussed in that Group, so I have comfort that nobody is sweeping anything under the carpet. In particular, the Group was made aware that there was a massive increase in learner numbers from one year to the next. We talked about the fact that it is not just about FE; there are many people who can potentially contribute, including colleagues from the Bradford College Educational Trust. There are some operational things we can do relatively quickly to address the issue but there is a longer term cultural issue: we need to change the way we approach things. Everybody needs to be engaged with this, not just the functional skills tutors.
- C I am told there has been a problem of timetabling and students not going to classes because of times changing, some students have told me they don't go because of timetabling clashes.
- Principal It comes down to basic planning of our curriculum. The Senior Leadership Team has the business planning for 2016/17 to do and my vision is that should be done by May so we can do timetabling before September. This year we were not slick enough and we are working hard to prepare earlier. The Senior Leadership Team has had the message at the business planning process meeting: we got things wrong and they need to be put right.
- C What is the plan going forward for us to pick up these issues? The Standards Committee used to pick these up so what is the plan now?
- Clerk The plan is for management to report to the Corporation regularly and for Corporation to have oversight and to monitor progress against the targets set in the QIP.
- Q Part of the critique of the inspectors at the last Ofsted visit was that the College did not stretch enough students far enough on the learning road. Value added is important to Governors. How is that properly addressed in the QIP and does it have anything to do with curriculum design, which doesn't seem to be mentioned in the QIP?
- HQE In the QIP, one action is around setting challenging targets and seeing them through. For 16-18's they have been asked to set themselves an end goal at the start of the year and there are three progression audits through the year, the first one in November where goals are reviewed and targets set as a result and that is the process being used. Every student had an initial target grade and aspirational grade and our target as a college is that every student will achieve at least the initial target but many will achieve the aspirational grade.
- Q Is that SMART? In particular, is it Achievable?
- HQE A challenge is our ability to track the progress of students on courses. Once Etrackr is fully implemented, we will be able to take reports from the system by individual student and see how much progress is being made.

Q This is only valid if the initial target set is appropriate. Is that professional advice being given to students?

HQE This is part of the progress audit: the progress coaches do a tutorial with the students. National targets are used for Level 3 but are not available at Level 2, where we have developed a grade based on students' prior attainment which is where we feel they should be aiming at College. It is based on what they came with and our benchmark is that they should make at least two grades progress.

Q That is our minimum - two grades?

1700 *Mazn Amhamed left the meeting*

C I was surprised not to see a target set by Corporation for stretch and challenge of students. In terms of the number of students who achieve it, I mean - not the stretch grade. I am encouraged by the data dashboard but I can't find any information about the Corporation's risk appetite and ambition for FE students. You have a list of targets so is it down somewhere else?

Clerk No. I think we would benefit from guidance from you on this.

Q I would ask a simple question - how do you set the targets for learning? The Corporation should not "agree" the targets; it should "set" them.

1700 *Mazn Amhamed returned to the meeting*

C It is a fair point. We have been relatively content to be steered by the leadership team and we have increased the capacity and quality in the leadership team to advise us.

C It is our responsibility to consider the recommendations we receive and to set targets and have ownership of them. Proper ownership of the targets by the Corporation is the bit that is missing at the moment.

1705 *Karl Oxford left the meeting*

Q From a change management point of view, there are around 60 action plans at the moment. Four are green, 43 amber and eight red and some have no status. Is there a document with the achievable dates and is there the right level of support and resourcing?

1707 *Karl Oxford returned to the meeting*

Prin There is now an identified person for delivering each part of the QIP, so we know who is responsible for what and have this updated at regular meetings.

HQE We are reasonably confident that actions are progressing satisfactorily and some are even strong, with the exception of the first two items.

Q Are the targets and progress stretch agreed with the student?

HQE Yes they are.

Q So the student is fully aware of what is expected of them?

HQE They sit with their tutor and set an end goal and go through the target grades.

At this point the Chair proposed that the meeting should move on to Item 6, Key Performance Indicators, in order to cover the data dashboard, which had blank spaces included for targets to be inserted. This was **AGREED**.

6. Key Performance Indicators

The Principal spoke to the draft FE data dashboard, saying it is intended as a tool for the Executive to report to the Corporation. He said the Provost will develop a similar dashboard for HE and the Group Chief Operating Officer and Group Finance Director will produce a Business Services dashboard, which will work at the operational level. All will align with the five-year strategy and measure progress against the College's strategic goals.

Governors then made comments (C) and asked questions (Q) as follows:

Q The HE dashboard will be very different. Are we going to merge the two at a corporate level, or will we still be looking at two institutions within one and discussing them separately? Where are the answers going to come to Corporation from? Will we still be getting information through the reports of the Principal and Provost because we can't go minutely into all the statistics.

Principal We can discuss what should be in the Principal's report going forward. I suggest there will be a bit on funding, aspects of the FE world and where we are and what we are doing.

C Would you be answering, for example, the question "Are we stretching the students and raising the barriers?" Would it be in your report or do we still have to go back to crunching figures.

Principal I can build it into my report.

Principal

GCOO The dashboards are management tools that will highlight problems or slippage and should be reported to Corporation and be in all the regularly updated reports. The aim ultimately is to see four different reports to put to Executive to pull together for Corporation.

C We would want the data dashboard for Corporation to reflect the Corporation's ambitions and monitor the Corporation's own targets. It should be our monitoring tool.

C How will this physically be made available to us?

Principal On a monthly basis in a paper format initially - but as we go forward we can think about the process. This draft is based on 21 other colleges' dashboards, as well as recommendations from the FE Commissioner, so Governors can have confidence that you are measuring the right things. We are working on forecasting and target setting but in your view: do we have the right indicators? And is there anything else you would like to see?

C We will be expected to grow apprenticeships by the Government so we need to be able to see how we are growing that business throughout the year.

GCEO We can flesh that out – we will have another look and if we need to go into greater detail we can do that.

C Is there a simple male/female category so we can break that down?

GCEO It is possible to do that.

Q If it was available online in the fullness of time, would we be able to click on it and find out information ourselves?

C It is certainly a focus of academies and should be a focus for students. How much should be on the dashboard?

C Can you put success on? Staff complete anticipated success which could include timely success, anticipated target and achieved target and students can look back.

Principal We can do it as an end of year measure.

Principa

C There maybe some consideration of other factors outside the College, eg marketing strategy. There is nothing about risk, internal audit recommendations, slippage on dates.

GCEO Some would be picked up under the business services or Corporate dashboard.

C The last section is all about our own staff management but surely we should also be looking at engagement with other organisations.

GCEO Information is patchy but we will have to get into the position of monitoring targets. We probably have a bit to learn. Looking at employer engagement strategies needs to feature and needs to be on the dashboard.

Q What is the time scale for the HE dashboard to be produced?

Provost Realistically, we are looking at next academic year.

GCEO Remember the dashboard is not measuring anything we were not already doing. It is just a way of pulling everything together for monitoring purposes.

C Bearing in mind the comments made today, you need to build a first version and show it to us and start populating it.

Clerk The middle column was left for targets to be set by the Corporation. That still needs to be done.

C We have to decide as a Board our level of risk and aptitude but we will need information like benchmarking data and last year's outcomes. Ofsted look carefully at how we set targets as a Corporation, so we need to have an informed view of what appropriate targets might be.

C It is essential that Corporation takes responsibility for the setting of those targets. We need a report which says "here is what happens elsewhere, this is what is special or not about Bradford, these are our recommendations for achievement: what do you want to do?" and we will make a decision based on that for discussion and questions at the next meeting. You will be saying "Do you think that is about right?" and we will say yes or no.

The Clerk said the special meeting that had been scheduled to discuss the Area Review might more usefully be used to discuss the FE strategy and to set FE targets, in light of the GCEO's advice that the Area Review has not yet reached a stage where Governor input is necessary. This was **AGREED**.

The Corporation **AGREED** that it was satisfied that the areas identified for improvement within the College SAR had been properly reflected in the QIP for 2015/16. Governors also

AGREED that the QIP is based on challenging targets that will help sustain the areas of good performance, as well as drive forward outcomes for learning in areas for improvement.

RESOLVED:

- i. To receive and approve the FE Quality Improvement Plan*
- ii. To receive the draft data dashboard*
- iii. That the Agenda for the special meeting of the Corporation on 10 March should include target setting for FE and consideration of the FE strategy.*

Agenda
10.03.16

1737 – Jane Barrett left the meeting

5 (ii) Governors' Self Assessment Report

The Clerk presented the draft Governors' SAR which she said captures feedback from Governors at the self-assessment meeting on 22 October 2015. She pointed out that the headings are from the CIF and bear little resemblance to the questions posed at that meeting. This she said was because she has mapped the responses to the CIF to achieve consistency with the approach taken by the rest of the College. Although it is not compulsory to use the CIF as the basis for the Corporation's self-assessment, the Clerk recommended that it be used in the future, in order to achieve consistency with other self-assessments throughout the College. This was **AGREED**.

The Clerk reminded Governors that their self-assessed grade for Academic Year 2014-15 was "Good" - but Governors at the self-assessment meeting had acknowledged that there is scope for improvement within that rating and that there have been significant improvements recently in terms of how things are managed and recorded and how reports are produced. She said the contributors at the self-assessment meeting deliberated on the recommended grade. There were some evidence gaps but this was felt to be somewhat attributable to the recording methods; going forwards the Clerk will keep an evidence folder. Many good elements of governing were evident, especially in respect of supporting and challenging the effectiveness of the leadership and management of the College and by the end of this year, the Corporation should be able to self-assess as a secure "Good". She said the quality of governance must be assessed in light of learner outcomes, so where governance is self-assessed as "Outstanding", you would expect to see the rest of the provision rated similarly.

Governors discussed the report and **AGREED** that governance should be assessed as Good. It was **AGREED** however that there is a need going forwards for better signposting of the links between the rigour of the Corporation and that of improvements in student outcomes.

RESOLVED:

- i. To assess Governance as Good;*
- ii. To approve the Governance Self Assessment report;*

5 (iii) Governors' Quality Improvement Plan

The Clerk spoke to the draft Governors' QIP which sets out seven key Areas for Improvement. She said as it was produced as part of the whole College self-assessment process for Further Education, there is a strong focus on the Corporation's responsibilities and duties as regards the College's Further Education

provision and Higher Education does not get a mention. The QIP can be expanded in due course to incorporate all areas for improvement in governance; she has arranged a meeting with the Registrar to develop some action points in that regard.

The Clerk said a key objective is for reports to be sent to Governors on time, with clear guidance as to what Governors are expected to do with them. For example, she said, a report on Staff Development will be brought to the next meeting of Corporation and this will contain information which Governors could use to get a sense of how effectively the Human Resources function is transforming the College's investment in staff development into the improvements to teaching, learning and assessment that are aimed at.

The Chair said the example of staff development was a stark one: clearly the Corporation ought to be deciding the level of skills which it requires of its personnel, and should determine the amount of resources and budget which should go into it accordingly. He said at present we receive a report saying "this is what we do, this is our budget and this is how we spent it" but that is a push, not a pull. We should be saying the results of this College are not strong enough; do we need more resources going into "x or y"?

Governors then made comments (C) and asked questions (Q) as follows:

Q Given the level of discussion at the last meeting and the level of depth we are being asked to go into, what is the expectation about the amount of time we give as Governors? Capacity is an issue for us and we want to reflect that question back about the level of demand and what is expected to fulfil the role effectively.

C I think that is a fair point. I want the College to be outstanding, the best in the district, then the region and nationally. None of us are paid, we are not here five days a week, we are here to make sure that the senior management team are challenged to deliver these types of outcomes.

C We do have a role to play in target setting.

C I agree with everything that is in the Governors' QIP – but I am taking for granted that we are good at setting the educational mission and character of the College and have determined our ambition, targets, risk appetite and our bottom line. I am assuming that you do these particularly well. If that is not the case then the only thing we need to be doing is talking about those strategic things and holding the senior team to account for them.

RESOLVED:

i. To receive the report.

ii. That the Agenda for the special meeting of the Corporation on 10 March should include further reflection on the Corporation's own targets. Agenda 10.03.11

As it was **AGREED** that it was not feasible to carry out the electronic version of the survey at this time, Governors were asked to complete a paper version and submit it to the Clerk and the results would be collated and presented to Governors at a date in the future. Clerk

7. Area Review Update

7.1 Andy Welsh, Group Chief Executive Officer ("GCEO") presented a report to appraise members progress with the Area Review. He spoke to his report, stating the post-16

review had been under way for a while which, although not a requirement under the Area Review process had been decided as a good way forward by the Council and that a draft report would be ready for consultation by early February. He said there were some positive potential outcomes for Bradford College and also highlighted the College's close work with Appleton Academy and Samuel Lister Academy through the Bradford College Education Trust. GCEO said he and the Principal would be talking to other headteachers and that the most likely significant change would come for September 2017.

- 7.2 In terms of the West Yorkshire Area Review, GCEO took the Corporation through the longlist of options as designated by the Senior FE Adviser. He said most of the options have some degree of support from the relevant college other than the option of Bradford's desire to create a new FE entity for the Bradford and District Metropolitan Council area through a series of federations. This option has failed to get support from the Shipley College Governors. He stated that Leeds City College feels that allowing the Keighley campus to work closer with Shipley under an arms length subsidiary company in much the same way as it manages Leeds College of Music would be of benefit.
- 7.3 GCEO said the possibility of working with Leeds College of Building was of interest to Bradford College. He gave an assurance to the Steering Group that the driver was not to move Bradford's general provision to Leeds, nor is it to move the current Bradford construction offer to Leeds College of Building. The proposition is one based around creating new provision using the expertise and resources of both colleges. This may be around the links between construction and manufacturing or the use of technology in buildings.
- 7.4 GCEO stated there will be further work to ascertain the viability of some of the proposed options over the coming weeks, with the possible exception of the pan-Bradford FE entity proposed by Bradford College given the Shipley College viewpoint. Bradford College is making the case for this final option to also have some consideration. GCEO said that our preferred option would be to federate with Shipley College but they are not keen to do this and this option has been taken off the list that would be scrutinised in further detail by the review process and that he was trying to make sure this was still on the table. A Governor asked the reason why Shipley College were against this proposition and GCEO said he felt that they did not think we had done to bring them on board although both he and the Chair had attempted to meet with them.
- 7.5 GCEO said given the work to be done on the options and the fact that details are still to emerge from the Department of Business, Innovation & Skills/the Department for Education as to how the restructuring fund will operate and how Sixth Form Colleges will be able to become academies, the Steering Group meeting scheduled for the 4th February has been cancelled. The fourth meeting will now take place on 1st March, with a final meeting as yet to be scheduled. As Governors have already heard, this will mean that the Corporation meetings scheduled to consider the options prior to the final Steering Group meeting may need to be re-scheduled.

There being no further questions it was **AGREED** to receive the report and the Chair thanked GCEO for his presentation.

RESOLVED:

- i. To receive the report.***

8. Dates of Meetings 2016

The dates of future meetings were confirmed as:

Thu	4 February 2016 – Full Corporation Meeting	1600-1900
Thu	3 March 2016 – Full Corporation Meeting	1600-1900
Thu	10 March 2016 –Away Day	1300-1800
Thu	17 March 2016 – new Governors Induction ONLY	1600-1800

9. Evaluation of Meeting

There being no further business the Chair thanked everyone for their attendance and the meeting closed at 1820.