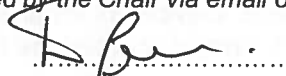


Draft minutes prepared from contemporaneous notes
approved by the Chair via email on 21 May 2018

Approved by the Corporation:


Signed by the Chair

24/8/2018
Date

MINUTES OF THE MEETING OF THE CORPORATION
HELD: Thursday 29 March 2018 at 1600hrs
Board Room, Old Building

Present:

Cath Orange (Chair)	Governor
Paul Ashton	Governor
Ralph Berry	Governor
June Durrant	Governor
Robert Holden	Governor (Staff)
Judy Hooton	Governor
Chris Jones	Governor (Exec)
Debbie Rolls	Governor (Staff)
Waseem Siddique	Governor (Student)

In Attendance:

Joanna Green	Clerk to the Corporation
David Harwood	Principal
Dawn Leak	Director of Employer Responsiveness
Chris Malish	Director of Finance & Corp Services
Huw Roberts	People Services Director
Naomi Sharples	Deputy Provost
Richard Thomas	Provost
Piers Telemacque	Observer

The quorum was six Governors

L/J Denotes the time a Governor left/joined the meeting. Where the individual is not named in the minutes, a record is held separately and is available on request.

Item		Action
1	Introductions, Apologies for Absence and Disclosures of Interest	
1.1	The Clerk advised that the meeting was quorate and the Chair opened the meeting, introducing Piers Telemacque, the staff nominee for the Staff Governor vacancy. Piers introduced himself and explained that he is employed by the College as a Higher Education Progression Officer.	
1.2	Apologies were received from Independent Governors Richard Dunbar, Eve Gregory, Ann Kendal and Dave Mann.	
1.3	There were no specific or additional disclosures; the Chair reminded Governors of the need to declare conflicts as they arise.	
2	Chair's Actions	
2.1	The Chair had met with representatives of the University and College Union ("UCU") earlier that day. They said positive things about the Corporation's response to the recommendations of the Further Education Commissioner ("FEC") but were understandably concerned about the impact of the restructuring plans on their members. The Chair clarified that she had attended the meeting only to listen.	
3	Minutes of 14 December 2017 and 8 February 2018	
3.1	The minutes of 14 December 2017 and 8 February 2018 were agreed and the Chair was authorised to sign them.	

4	Matters Arising	
4.1.	The Clerk presented the report and the information in the "Action Taken" column was noted. Governors emphasised the need to rationalise the list before the next meeting. They discussed the following items:	
4.2.	<u>Items relating to Risk Management (Items 2, 4, 24)</u> It was agreed that a board session on risk management is still needed.	
4.3.	<u>Items relating to data protection and assurance (Items 3, 4)</u> The Data Protection Officer will present to the Corporation and cover these areas.	
4.4.	<u>Complaints Policy (Item 5)</u> This is due to go through the internal approvals process.	
4.5.	<u>Review of the policy of co-locating further education ("FE") and higher education ("HE") students (Item 6)</u> This long-standing policy shall be cancelled, giving the Executive free rein in respect of the accommodation arrangements for FE and HE.	
	<u>RESOLVED:</u> (i) The Corporation's policy requiring Further and Higher Education students to be accommodated together is cancelled with immediate effect.	
4.6.	<u>Amendment of Financial Regulations (Item 7 and SPH List Item 5)</u> These are in edit and will be reviewed at the May Audit Committee meeting.	
4.7.	<u>Other Items relating to the Estates Strategy (Items 9, 13)</u> The Estates Strategy will be addressed as part of the Restructuring Facility application and reported to Governors as part of that process.	
4.8.	<u>Independent Investigation to be commissioned into the circumstances that led to the current financial position (Items 10, 17, 34)</u> The draft scope shall be circulated to the Audit Committee for input and approval, rather than the full Corporation. Audit Committee will then have oversight.	
4.9.	<u>Financial Acumen of the Corporation (Items 16, 18, 26)</u> The Corporation and Audit Committee chairs are to attend an ETF finance training. All Governors are invited to a separate training being delivered in house and further training will take place in due course. Recruitment of finance professionals remains a priority for the Search Committee.	
4.10.	<u>Partnership for quality improvement (Item 19)</u> It was noted that this relates to a specific proposed funding bid, which is not to proceed.	
4.11.	<u>Amendments to FE and HE Data Dashboard (Items 20, 21 and SPH List Item 3)</u> These to be monitored by the Quality and Standards Committee	
4.12.	<u>Provost to investigate complaints raised by HE Students in December (Item 22)</u> After meetings with students, some space has been set aside in the David Hockney Building for HE students. Feedback has been positive so far.	
4.13.	<u>Dormant Companies (Item 23)</u> These will be retained for now.	
4.14.	<u>HE Student Fees (Item 30)</u> This is in progress.	

5	<p>Mission and Vision</p> <p>5.1 The Chair recalled that at the recent Away Day, the Corporation reasserted its values and its commitment to delivering an outstanding student experience. She said a strong steer has been given to Chief Executive Officer Chris Jones (“CEO”) in respect of the educational character the board is aiming at.</p> <p>5.2 The Corporation’s vision for the College will be reflected in the Restructuring Facility application the CEO is working on; it will be discussed in detail at the Corporation Away Day, where the interests of various stakeholders, such as the Leeds City Region and the Local Authority will also be considered.</p>	
6, 7	<p>FE and HE Curriculum Plan</p> <p>6.1 The Principal David Harwood and Provost Richard Thomas gave a presentation, listing external factors which may influence the College’s curriculum, including:</p> <ul style="list-style-type: none"> • the Post 16 Skills plan (the introduction of T Levels); • the apprenticeship reforms; • the Leeds City Region Enterprise Partnership (“LEP”) Priorities, of which the Infrastructure Skills Pipeline is key; and • local demand for teachers and social and community workers. <p>6.2 The Provost highlighted that the Government’s <i>Integrated Communities Strategy Green Paper</i> (which aims, among other things, to increase economic opportunity and to boost English language skills) may create opportunities for the College. Action: the Clerk will circulate a copy of the Government’s <i>Integrated Communities Strategy Green Paper</i>, as well as the curriculum planning presentation slides.</p> <p>6.3 A threat was discussed: the opening of a new city-centre-based sixth form college in September 2019. New College Bradford will offer level 3 vocational courses, putting pressure on FE recruitment locally. The Principal highlighted the need to focus on improving the quality of teaching, learning and assessment to position the College as the provider of choice. Governors agreed, emphasising that within a year and a half, the College must build its brand, engage with its potential customers and differentiate itself in the market.</p> <p>6.4 The Provost commented that increasing competition in the HE sector and declining learner numbers have created a similar threat to HE recruitment. He said the HE landscape is changing, with centralisation of control high on the political agenda. Obtaining Office for Students registration is critical.</p> <p>6.5 HE curriculum planning objectives were discussed, a key one being the achievement of an Ofsted Grade 2 for the Initial Teacher Training (Primary). The Provost said the provision is due to be re-inspected next term.</p> <p>6.6 The Principal spoke to a slide showing the financial contribution made to the College’s central budget by each FE department (shown as a proportion of their income). The Principal cautioned that although the contributions ‘league table’ provides insights and prompts useful questions, it does not provide all the answers; there are numerous complexities such as the recharging of maths and English and fee waivers for College staff completing courses in house.</p> <p>6.7 The Provost said the average contribution rate per HE School is 49%. He drew attention to the fact that when the HE contributions league table is overlaid by rag ratings, showing the degree to which the HE curriculum aligns with LEP priorities and new Government priority areas, the picture is one of underperformance by</p>	Clerk

<p>6.8</p> <p>6.9</p> <p><i>J 1640</i></p> <p>6.10</p>	<p>those curriculum areas against the College average contribution (HE computing excepted)</p> <p>Governors recalled their decision that the direction of travel should be towards a smaller, more efficient HE offering. The Provost outlined the efficiency savings proposed in pursuit of this goal, including the removal of the equivalent of fifteen full-time academic staff contracts and the equivalent of six management posts. In terms of the curriculum itself, he said the FE and HE Art & Creative Industries provision are set to merge, while 22 programmes/ pathways have been removed from the HE curriculum plan (alternative student offers being made where pathways are contracting). Governors were pleased to learn that an analysis of the remaining HE curriculum shows two programmes in the “low income/high quality” quadrant while the rest are in the “high income/high quality” quadrant - with nothing in either of the “low quality” quadrants.</p> <p>Governors also welcomed the news that the apprenticeship provision continues to grow, with 1,603 apprentices on the roll currently and 971 employers. Director of Employer Responsiveness Dawn Leak (“DER”) said more programmes are in development; 85% of current apprenticeships are aligned with the LEP Priorities.</p> <p><i>Waseem Siddique joined the meeting.</i></p> <p>There was agreement that the College curriculum will be an important item to revisit and discuss further at the 19 May 2018 Corporation Away Day.</p>	
<p>8</p> <p>8.1</p> <p>8.2</p> <p>8.3</p> <p>8.4</p> <p>8.5</p>	<p>Education & Skills Funding Agency (“ESFA”) Case Conference Feedback</p> <p>The Director of Finance and Corporate Services, Chris Malish (“DFCS”), said the ESFA and Transactions Unit recognise the progress the College has made but there is still much to do. No more Exceptional Financial Support is expected; the focus now is on the Restructuring Facility application, due for submission in June. Curriculum planning is a central component, the overriding objective being to secure resources to create dynamic, sustainable and high quality provision.</p> <p>Feedback from the FEC stocktake visit was positive. The Chair thanked Independent Governor Ann Kendal and Staff Governor Rob Holden for meeting the FEC team and candidly sharing their views.</p> <p>Finance Update</p> <p>Governors noted that the P7 position is largely in line with the revised (December) budget but there are variances due to:</p> <ul style="list-style-type: none"> • an underspend on the Adult Education Budget (“AEB”); • the ‘double counting’ of adult learner loans income (it was accounted for on a separate income line as well as being included in overall FE income); and • the recognition that the growth in 16-18 traineeships this year will not yield a corresponding growth in income, as they are funded on a lagged basis. <p>DFCS said the finance team is working hard to identify and address any weaknesses going forwards; they are working through all income line by line so that management and Governors may have increased confidence in the numbers.</p> <p>Property Disposals: Proposed Sale of Junction Mills</p> <p>Governors recalled that Junction Mills on Thornton Road (formerly the Art School) have been empty for some time. DFCS drew attention to his confidential report, which set out the details of the September 2016 valuation, as well as the amount of</p>	

<p>8.6</p> <p>8.7</p>	<p>the offer received and the estate agent advice in respect of the likely value now. DFCS said for the reasons set out in his report, the management recommendation is that the property should be disposed of on the terms set out in his report.</p> <p>The Corporation considered DFCS's report and the proposal set out within it. Governors noted their duty to safeguard the College's assets and their collective responsibility for the effective and efficient use of its resources. They concluded that:</p> <ul style="list-style-type: none"> • the property is owned by the College and the Corporation has authority to approve its disposal; • the property is surplus to requirements; • the amount of the offer is acceptable, based on the most recent valuation and the behaviour of the local property market; • an upsurge in the local housing market in the medium term is very unlikely; • the risk of a competitor moving into occupation of the building is low; and • the benefits of disposing of it as proposed outweigh the case for keeping it. <p><u>RESOLVED:</u></p> <p>(i) To approve the disposal of the land and buildings known as Junction Mills on Thornton Road on the terms set out in the April 2018 confidential report of the Director of Finance and Corporate Services.</p>	
<p>9</p> <p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p> <p>9.5</p>	<p>People Strategy Approval and annual review of HR Activity and Forward Plan</p> <p>Director of People Services, Huw Roberts ("DPS") spoke to his report, updating Governors on progress and his plans for the next academic year. He drew attention to the draft People Strategy, which requires Corporation approval, as per the Code of Good Governance for English Colleges (principal responsibility 4.5).</p> <p>Governors thanked DPS for his candid assessment of performance management, commenting that the design of staff appraisals (for example the missing link between lesson observation outcomes and appraisals) as well as the inconsistency of approach, has been a board concern for some time. While Governors expressed concern about the low number of staff appraisals taking place, they welcomed the increase since 2015. Acknowledging that appraisals must add value as well as ticking boxes, DPS set out his plans to introduce quality audits.</p> <p>Governors strongly endorsed the philosophy of driving culture change through investment in people and agreed that it well reflects the ethos of the College. They welcomed the move beyond a focus on compliance and the management of tactical HR related activity, commending the proposal to introduce a leadership competence framework and a leadership development strategy, as well as to develop a 'future talent' programme.</p> <p>A Governor referred to the strategic imperative of providing a safe environment for staff and asked what the College is doing to protect employee data in preparation for the General Data Protection Regulation. DPS said the HR team has completed a data audit, as have the other service areas. Data Protection Officer Fiona Whitworth has pulled together a plan for the whole college; she has considerable expertise and management has a high degree of confidence in her.</p> <p>DPS said the College will shortly move to a 'September to September' appraisal cycle. This was well received. Governors noted that it will implement a recommendation in the previous year's RSM advisory audit aimed at improving the quality of teaching and learning.</p>	

9.6	<p>A Governor referred to the fourth strategic aim of the People Strategy and asked for assurance that the planned 'change programme' will deliver a 'fair deal' for College staff. DPS said the change programme aims at a 21% reduction in management staff, compared to a 6.6% reduction in teaching staff. He reminded Governors that a cap has been included in the voluntary redundancy scheme, so as not to either prejudice or unjustly enrich higher earners.</p> <p><u>RESOLVED:</u></p> <p>(i) The Corporation is satisfied as follows:</p> <ul style="list-style-type: none"> a) the People Strategy reflects the ethos of the College; b) The People Strategy is aimed at and capable of aiding excellence in quality, teaching and assessment; c) The strategy and action plan will be cost neutral in the main but can be contextualised within the parameters of the HR team budget and the apprenticeship levy. <p>(ii) The People Strategy 2018-2020 shall be, and is, approved.</p>	
10	<p>FE Quality & Standards (15 March 2018)</p> <p>10.1 Quality and Standards Committee Chair, June Durrant ("JD"), presented the Committee's minutes and drew attention to the items of report, which were noted.</p> <p>10.2 JD said the Committee continues to monitor progress towards the achievement of the Post Inspection Action Plan with the aim of supporting the College to deliver an outstanding student experience. She said good progress is being made in most areas. At the 15 March meeting, the Committee focused on the theme of 'work experience'; the first in a series of key themes for driving improvement. Work experience was flagged by Ofsted as a key area of concern due to the lack of opportunities for learners who have high-needs funding and the shortage of good-quality and relevant external work experience for 16-19 learners. Ofsted also raised a concern about Governors' level of understanding and knowledge of the work experience available to learners and emphasised the need for the Corporation itself to show that it is making progress in this regard.</p> <p>10.3 Governors were pleased to hear the positive news that so far this year, more students have accessed work experience than were placed in the whole of last year. They commended the Principal and his team on progress in the area.</p> <p>10.4 Governors moved on to discuss attendance, acknowledging that it can significantly impact on student attainment. A Governor reflected that in colleges with similar attendance levels which achieve better outcomes, there must be compensating factors at play which are not replicated here. JD agreed, saying although the College's outcomes are improving, recently published Quality Achievement Rates league tables show it is not keeping pace with the sector, so it must do everything it can to improve student outcomes, including hitting appropriate attendance targets. It was noted that 'attendance' will be the theme of the Committee's next meeting.</p> <p>Academic Board (7 March 2018)</p> <p>10.5 This item was deferred.</p>	

	<p>Finance & General Purposes (15 March 2018)</p>	
10.6	<p>Interim Finance & General Purposes Committee Chair, Cath Orange ("CO"), presented the Committee's minutes and drew attention to the items of report, which were noted. The revised Terms of Reference were considered and approved, as was the revised FE Fee Policy.</p>	
10.7	<p>Governors discussed the management response to the Committee's question "why should Governors have confidence in the Strategic Recovery Plan when previous recovery plans have not delivered sustainable results"¹. This was acclaimed as a pertinent question and Governors agreed that management had provided a satisfying and robust response.</p>	
10.8	<p>CO highlighted that the FEC team was keen to establish whether Governors are keeping a close eye on the Strategic Recovery Plan ("SRP"). She said, for her part, she has frequent meetings with the CEO and DFCS to discuss progress and is reassured to be receiving management accounts and reports on a regular basis. She has growing confidence in DFCS and his team, who are working very hard.</p>	
10.9	<p>A Governor commented positively on the level of challenge evidenced in the Finance & General Purposes Committee's latest minutes, saying it gives confidence that the Committee is getting the balance right in terms of being a critical friend.</p>	
	<p>Audit (14 March 2018)</p>	
10.10	<p>Committee Chair Paul Ashton ("PA") explained that the Committee met two weeks late due to bad weather and the minutes are not finalised. The minutes of the previous meeting were received. PA summarised the business of the 14 March meeting, drawing attention to the following items:</p>	
10.11	<p>The Committee agreed internal audit plan changes (to be particularised in detail in the minutes). The driver is to "follow the money", focusing on areas where there is scope to save or make money.</p>	
10.12	<p>The Committee reviewed three internal audit reports:</p> <p>a. Employer Engagement: Apprenticeship Strategy "Reasonable Assurance"</p> <p>There has been "good progress" in implementing agreed actions from the November 17 audit report, resulting in improvements. Nonetheless, the follow-up audit raised two "medium priority" management actions and the Committee will monitor their implementation to ensure the control framework is strengthened.</p> <p>b. Fee Setting Process – Apprenticeships "Partial Assurance"</p> <p>The Committee accepts the audit finding that the design of the fee setting framework is adequate but notes the need for immediate attention to ensure compliance with ESFA guidance and requirements. The Committee will track the implementation of the six agreed actions, three of which are "high priority".</p> <p>c. Fee Setting Process – FE "Partial Assurance"</p> <p>The Committee reports some concern about the College's fee setting process for FE provision. Action is needed to strengthen the control framework to manage the risks identified and the Committee will monitor this.</p>	

¹ See minutes 5.6 and 5.7, F&GP 15.03.18.

10.13	<p>The Committee recommends that the Corporation reserve to itself approval of the Apprenticeship Fee Setting Policy, in line with its approach to fee setting generally. This was agreed.</p> <p>Action: The Clerk will amend the Schedule of Delegation (for review by the Search Committee) to state that the Apprenticeship Fee Setting Policy will be approved by the Corporation.</p>	Clerk
10.14	<p>PA reported a concern about the implementation of recommendations from previous audits, including from 2015-16. The Committee is awaiting the outcome of a follow-up audit and hopes to report in May that a number of actions have been closed off.</p>	
10.15	<p>It was noted that the Committee had challenged the College's internal audit service provider RSM on the 'substantial assurance' opinion it provided in May 2017 on Budget Monitoring/ Forecasting. PA said upon consideration of RSM's response, Committee members agreed that the timing of the audit had been unfortunate, the fieldwork taking place in February/March before the Q3 forecast was available; the report being issued in May. He said according to the FEC summary report, the Executive did not begin to react to the declining financial position until April and the financial reports that were shared with RSM were from earlier in the year.</p>	
10.16	<p>PA clarified that the Committee intends to await the outcome of the independent investigation before reaching any final conclusions but said its preliminary view is that the remit was fulfilled in line with the audit scope and it was not unreasonable for RSM to have arrived at the opinion it did in the circumstances.</p>	
10.17	<p>A Governor commented that if an internal audit report identifies no weaknesses in a system that fails only weeks later, it is hard to accept that the audit approach was well-designed. The Governor said it may be that the scope was too narrow, the sample size too small, or the audit poorly timed and a better understanding must be gained if the Corporation is to have confidence in future audit reports.</p>	
10.18	<p>Another Governor agreed that a wider and more detailed scope might have made a difference and said the Corporation might reflect on the extent to which managers should be able to influence the scope of audits of their own areas.</p>	
10.19	<p>PA reiterated that the planned independent investigation may influence the Committee and the Corporation's views and this was acknowledged. It was agreed that the investigation should be progressed as quickly as possible.</p>	
	<p>Remuneration Committee (29 November 17 and 23 January 18)</p>	
10.20	<p>This item was deferred as the minutes had not yet been approved by the Chair.</p>	
	<p>Health Safety and Welfare Committee (24 January 2018)</p>	
10.21	<p>The minutes were received. A Governor queried the number of apologies and DFCS explained that the meeting time was changed at a late stage.</p>	
11	<p>Safeguarding (Verbal Update)</p>	
11.1	<p>The Safeguarding Link Governor, Ralph Berry ("RB") reported as follows:</p> <ul style="list-style-type: none"> • Safeguarding law and practice is undergoing significant change and the College must keep pace to maintain its reputation as a centre of excellence and a safe space where learners are confident of being supported. 	

<p>11.2</p> <p>11.3</p>	<ul style="list-style-type: none"> • There are no recent serious incidents to report; however the number of safeguarding referrals continues to grow, which is a positive sign. • A collaborative “Day of Action” project with West Yorkshire Police targeted traffic offenders on Great Horton Road and was a great success. The College is pressing for more action and a greater presence from the Police. <p>RB is to initiate monthly meetings with the Safeguarding team and get to know key people with the aim of strengthening the link to the Board, so that Governors know what impact the safeguarding function has and what risks exist.</p> <p>Bradford College Education Trust (Verbal Update)</p> <p>Trust Board member David Harwood (“DH”) reported that the transfer of Appleton Academy to the Exceed Trust has been a positive move for the school. Samuel Lister is in the process of transferring to Dixons; this is expected to complete in June. Dixons has a positive vision for the academy and has already appointed an interim principal. Upon the transfer, any reserves will follow the students to Dixons.</p>	
<p>12</p> <p>12.1</p>	<p>Office for Students Registration</p> <p>The Provost clarified that Governors are asked to (a) note the information contained in the circulated papers concerning the College’s application for registration with the Office for Students (“OfS”); (b) satisfy themselves in respect of the information contained in the application papers; and (c) approve some proposed delegated authorities/responsibilities. He had circulated papers as follows:</p> <ul style="list-style-type: none"> • A paper headed “Securing student success: risk based regulation for teaching excellence, social mobility and informed choice in higher education. Government consultation on behalf of the Office for Students” had been circulated, which described the registration process. • A paper headed “Securing student success: risk based regulation for teaching excellence, social mobility and informed choice in higher education. Guidance on registration conditions”. Governors were happy with the proposed responsibilities and accountabilities set out within it and those were approved. • The “Access and Participation Plan”. Governors confirmed they had read this and were satisfied that the plans and objectives discussed on pages 6-12 reflect the Board’s vision for the educational character of the College. • A document headed “Annex C” containing information and assurances about the College’s approach to Consumer Protection Law. • The College’s Student Protection Plan (headed “Annex D”). Governors had read the risk analysis and were happy with the management judgements. It was noted that some elements of section 3 remain to be completed. • A document headed “Annex H” detailing the College’s management and governance arrangements, in particular relating to HE academic governance. It was noted that there are still a few items to address. <p>It was proposed that the Corporation Chair and CEO be granted delegated authority to act jointly, as necessary, to agree and approve any changes or additions to the application paperwork between now and the date of submission. This was agreed.</p>	

L 1840 Waseem Siddique and Piers Telemacque left the meeting.

<p>13</p> <p>13.1</p> <p>13.2</p>	<p>Failure to Agree Hearing Panel</p> <p>The Clerk said, as per her emails of 23 and 28 March, the UCU has notified a “failure to agree” under the College’s Collective Disputes Policy. It has asked that the matter be determined on the basis of written submissions in private without either of the parties present.</p> <p>Following discussion, the UCU request was granted, there being no management objection. Staff Governor Rob Holden was appointed to the hearing panel, along with Independent Governors Eve Gregory and Ann Kendal.</p>	
<p>14</p> <p>14.1</p> <p>14.2</p> <p>14.3</p> <p>14.4</p>	<p>Update on Restructuring Proposals</p> <p>DPS said consultation has commenced on the possible removal of up to 47 full-time equivalent posts. It is hoped that a reasonable uptake of voluntary redundancy will minimise uncertainty for staff and avoid the need for large numbers of compulsory redundancies. Meetings are taking place with staff representatives with a view to finding ways and means of avoiding compulsory redundancies, as well as mitigating the impact of the process on staff wellbeing and morale.</p> <p>Asked to comment on risks, DPS listed the following:</p> <ul style="list-style-type: none"> • The proposed reductions prove insufficient; • Negative impact on staff morale; • Industrial action follows failure to reach an amicable settlement; • In the event of industrial action, contingencies designed to minimise its impact on learners and essential services prove insufficient or ineffective; • Litigation risk and impact of employment tribunal claim(s). <p>A Governor asked whether the Easter holidays might impact on decisions and access to union officials. DPS agreed that staff may find it difficult to access advice and support during the break and said for this reason the consultation period has been extended from 30 to 45 days and the deadline for applying for Voluntary Redundancy is 20 April.</p> <p>The meeting discussed the importance of supporting the work of the Association of Colleges in campaigning for increased sector funding. It was acknowledged however that other threats to the College’s sustainability include falling student numbers and the impact of some of the investment decisions the Corporation made in response to the need to refresh the estate and in the absence of Government capital grant funding.</p>	
<p>15</p> <p>15.1</p> <p>15.2</p>	<p>Proposed Changes to the Executive Team</p> <p><i>L 1855 Debbie Rolls, David Harwood, Dawn Leak, Chris Malish, Huw Roberts, Naomi Sharples and Richard Thomas left the meeting.</i></p> <p>In accordance with clause 12.5(c) of the Instrument of Government, Staff Governor Debbie Rolls (being a UCU staff representative) and all non-Governors except for the Clerk left the meeting.</p> <p>CEO said he is proposing the removal of two Senior Posts: “Principal” and “Provost” and the introduction of a new Senior Post to lead on FE and HE academic quality and curriculum and to deputise for the Chief Executive Officer. He referred to the FEC message around the need for a “one college” culture and</p>	

	said this change would be a positive response to that recommendation, while also making a key financial saving as part of the overall staff restructuring. He clarified that the intention is that the new structure will survive the end of his interim appointment.	
15.3	Governors discussed the proposal and agreed that it should be implemented. Action: When appropriate, the Remuneration and Appointments Committees should meet to progress the proposal to introduce a new Senior Post.	Appts and Rems Comms
16	Proposed amendment to the Articles of Government	
16.1	It was agreed that Article 8.1 of the Articles of Government shall be and is amended by the removal of the words "Corporation shall advertise the vacancy nationally and appoint a selection panel including:" and the substitution of the words "Corporation's Senior Post holder and Clerk Appointments Committee shall act as a selection panel, comprising:".	
17	Dates of Next Meetings: Saturday 19 th May at 1000 Thursday 24 th May at 1600 Thursday 19 th July at 1600	
18	AOB	
18.1	The Clerk advised that Piers Telemacque is the staff nominee for the third Staff Governor position. He was duly elected and is eligible to serve as a Governor.	
18.2	It was agreed that Piers Telemacque should be appointed as a Staff Governor with immediate effect for a term of four years to 28 March 2022.	
19	Evaluation of Meeting	
19.1	The Chair suggested that there is a need for a more focused agenda and better time-keeping. She invited feedback on pace and level of challenge.	
19.2	Feedback forms were distributed and completed.	