



Draft minutes prepared on 15 December 2015 from contemporaneous notes
Draft minutes approved by the Chair via email on 17th December 2015

Approved by the Corporation:


Signed by the Chair

20/1/16...
Date

Bradford College

MINUTES OF THE MEETING OF THE CORPORATION HELD: Thursday 5th November 2015

Present:

Richard Wightman (Chair)	Governor
Mazn Amhamed	Governor (Student)
Paul Ashton	Governor
Andrew Chang	Governor
Terry Davis	Governor
Eve Gregory	Governor
Alan Jerome (Vice Chair)	Governor
Nasreen Karim	Governor
Dave Mann	Governor (from minute 9)
Khan Muzzamil Nawaz	Governor (Student)
Karl Oxford	Governor
Cllr Dale Smith	Governor
Malik Siddique	Governor
Ramindar Singh	Governor
Andy Welsh	Governor (Group Chief Executive Officer)

The quorum was six Governors

In Attendance:

Jane George (JG)	Safeguarding Team (for Item 7 only)
Joanna Green	Clerk to the Corporation
David Hambleton	Group Finance Director
Anita Kellett	Minute Clerk
John Kenyon	Vice Principal
Dave Mann	Observer (to minute 9)
Brian Mitchell (BM)	Safeguarding Team (for Item 7 only)
Gareth Osborne	Group Chief Operating Officer
Bill Wardle	Provost

The meeting was held in the Boardroom at Bradford College. It started at 16.00 and closed at 19.10

The meeting was chaired by Richard Wightman as Chair Elect.

0. Preliminaries

- 0.1 The Chair welcomed everyone to the meeting, in particular Dave Mann and Terry Davis who were attending their first Corporation meeting and Executive Assistant, Anita Kellett, who was providing secretarial support to the Clerk.

1. Apologies and Disclosures of Interest

- 1.1. Apologies were received for lateness from Andrew Chang. He had informed the Clerk

that he would be approximately 45 minutes late.

- 1.2. Apologies were also received from David Harwood, Principal, who was absent due to being on jury service.
- 1.3. 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 the Corporation held on 8 October 2015

- 2.1. The following amendments were **AGREED** and the Clerk apologised for the errors:
 - (i) Mazn Amhamed to be added to the list of attendees;
 - (ii) At Item 16 (Terry Davis's appointment), Resolution *i* should read "Terry Davis as an Independent Governor with effect from the end of the meeting for a term of four years to 7 October 2019."
- 2.2. Subject to the above, the minutes of 8 October 2015 were agreed as a true and correct record and it was **AGREED** that the Chair should be authorised to sign them.

RESOLVED

- i* **That, subject as minuted above, the minutes of 8 October 2015 are agreed as a true and correct record.**
- ii* **To authorise the Chair to sign the minutes of 8 October 2015 as a true and correct record, subject as minuted above.**

3. Matters Arising

- 3.1. The following matters arising were not otherwise on the Agenda:
 - (i) Both the Prevent report and the report on the Annual Business Plan and Key Performance Indicators are and remain deferred until the ongoing restructuring exercise is substantially complete and new management arrangements have had time to embed in respect of relevant areas.
 - (ii) The review of policies and procedures following the restructuring of the Corporation's committees and other recent changes continues. The Code of Conduct and Standing Orders will be brought to the next meeting of the Corporation for consideration. **Agenda 17.10.15**
 - (iii) An Action Point for the Clerk to draft a policy on reporting by managers to the Corporation remains outstanding. **Clerk**
 - (iv) Policy issues around the display of national emblems and political symbols on campus will be looked at next term. **Agenda 04.02.16**
 - (v) Eve Gregory volunteered to join a College scrutiny committee which will monitor FE academic results.
 - (vi) Dates of the additional Corporation meetings to prepare for and to receive feedback from the Area Review Steering Group meetings have been circulated by the Clerk.
- 3.2. A Governor asked whether any further support to the Clerk has been organised. Management said efforts are being made to recruit a permanent member of staff. Beacon recruitment has been asked to provide temporary cover in the meantime. **Clerk**

16.30 Andrew Chang joined the meeting

4 Corporation policy on the display of national and political emblems:

- 4.1. The Clerk recommended that the Corporation consider deferring this Item until the next Corporation meeting, to allow time for wider management input. This was **AGREED**.

**Agenda
17.12.15**

5 Students Union Constitution and Relationship

- 5.1. The Clerk spoke to her report, outlining the proposed amendments to the constitution of the Students' Union. The Corporation was asked to approve the amendments and the revised constitution and this was **AGREED**.
- 5.2. A Governor asked to receive a list of the Students' Union trustees and it was **AGREED** that this would be circulated to Governors.

Clerk

RESOLVED

- i To approve the amended version of the Students' Union Constitution for adoption with effect from the date it is approved by the student body through a general meeting or a referendum.*
- ii To receive the report.*

6 Student Union Annual Report and Accounts

- 6.1. The Clerk recommended that the Corporation consider deferring this Item until the next Corporation meeting, as she is advised that the Students' Union is not yet in a position to present it. This was **AGREED**.
- 6.2. A Governor asked the Group Finance Director ("GFD"), David Hambleton, whether the Corporation may have confidence that it has adequate control over the Students' Union finances. GFD said its accounts are produced by the College's finance team.
- 6.3. A Governor asked whether the Corporation is effectively a guarantor for the Students' Union. GFD and the Clerk replied that the Students' Union is accountable to the Corporation as supervisor under the 1994 Education Act and as its principal funder. However it is a separate legal entity and its trustee board is responsible for its finances and liable for any financial mismanagement. The College does not guarantor it.

**Agenda
17.12.15**

At this point, Item 11 was taken out of time, due to Vice Principal John Kenyon ("VP") needing to leave the meeting early.

11 Principals Report

- 11.1 VP explained that the Principal had sent a video update for Governors, a copy of which will be available through the Clerk.
- 11.2 In his video presentation, the Principal outlined the main activities he had engaged in since joining the College. He said lesson observations are a key part of his strategy to secure an Ofsted grade one; he will introduce a "licence to observe" and observations will be conducted on a risk basis. Learning walks will also take place and Governors and members of the Executive team are welcome to join in those.
- 11.3 On **16-18 recruitment**, the Principal reported that 4,049 students have been recruited against a target of 3,395. There is potential for growth if we can out-perform last year on retention. **Adult Provision** is recruiting reasonably well, but more funding cuts are expected. **Apprentices** are recruiting very well: 580 advanced apprenticeships so far.

- 11.4 The **Performance Review Framework** was introduced this year. Heads of Department will be held to account for the performance of their areas. Hair and beauty is an area that particularly needs to be turned around in terms of performance. There is some good work going on at the **Pupil Referral Unit**. The Principal visited and observed engaged active learning.
- 11.5 In terms of results, the team is currently closing down 2014-15. Excluding functional skills, the College's success rate is 85%, which is more or less the same as last year; including functional skills, it is 79%. This reflects a national trend. At 79% success rate on apprenticeships we still have some distance to go to maximise successes. Validations are underway and management will report back to the Corporation in due course. **A Level results** were fantastic. 92% of A2 students passed their course.
- 11.6 At the end of the video, Governors discussed the Principal's report and asked questions (Q) and commented (C) as follows:
- Q I have looked at the website and was surprised at how many apprenticeship vacancies are currently on there. Why is this?
 - VP Yes we currently have 120 vacancies. This is not unusual as we have a lot of opportunities in hospitality, catering and hairdressing which are very buoyant. A campaign is now running and there will be an open day on 26th November, part of which will be dedicated to Apprenticeships and signposting people in that direction.
 - Q Are you on target in terms of recruitment?
 - VP The overall target is to demonstrate growth of 15% in the current year. We are currently at 14.7%, so we have shown considerable growth this year already, plus we have a late programme of IT starting this month, and there will also be some January starts; another 20 or so students will take us to target.
 - Q What should the rate of attrition be? What is the benchmark figure?
 - VP The attrition rate is 8.6% from 11% last year; 8% is just above average. In some institutions it is can get as high as 13%.
 - Q What are we doing to aide performance for functional skills English and maths for next year?
 - VP This year we have started courses earlier in the year and all students are now started on their course. We need to make sure that students realise that Maths and English are the core elements, and that the vocational stuff is the packaging built around these. Employers can provide training on the job but they will need Maths and English to secure a job in the first instance. We still have a few issues around grades and challenges but we are being positive and realistic in our approach.
 - C It is a challenge to get students to GCSE C grade standard when they come to us after ten years of education without success in basic skills.
 - VP It's an optimistic target, as schools have already invested significantly to get the students to the level they reached.
 - Q We have heard reports from students who say they have tried to attend functional skills classes but there is no teacher; are these reports accurate?
 - VP Initially there were some issues around determining which students should go to which level of maths class, so there were instances of classes being over and undersubscribed. I know of no instances where there was no teacher.

11.7 There were no further questions. A Governor proposed a vote of thanks to VC, the Principal and all staff who had worked so hard to identify the unknown outcomes. VC commented that those staff had worked very hard indeed and Governors **AGREED** that they should be commended and that this should be minuted.

RESOLVED

i To receive the report.

At this point, Item 8 was taken out of time.

8 Equality & Diversity Strategy

8.1 The Group Chief Executive Officer, Andy Welsh (“GCEO”) and Independent Governor Karl Oxford spoke to a short one-slide presentation, reminding Governors of the Corporation’s expressed concerns about the performance of the College’s Equality and Diversity Committee and where it is going in terms of strategy. Karl Oxford explained that they had undertaken a review, aimed at arriving at a proposal for a more strategic approach to Equality and Diversity. What they are proposing is not just an internal strategy for Bradford College, it has much wider scope, looking outside the College to see what its contribution to society will be and what impact it will have in the outside world.

8.2 GCEO observed that Government policy in terms of employability and the reduction of the deficit is all underpinned by Equality and Diversity, as the country needs diversity in its workforce to grow its economy and ensure success. There are skills deficits in many key areas, including creative industries, science, finance and media - and there is a significant lack of diversity in those sectors. The Government are increasingly focused on outcomes when allocating funding, rather than qualifications - with the ultimate aim being students moving into employment. A workshop is being organised to take place early in the New Year.

8.3 Karl Oxford said the demographic profile of the Bradford District has not changed during the past decade and beyond. As one of the most ethnically diverse communities in England, he said, Bradford should be at the forefront of tackling this issue and set an example for the rest of the country. The work the College is undertaking should be ground-breaking; the College, the Local Authority, the University and the Chamber of Commerce can be major players and potentially change makers. Moreover, it is part and parcel of delivery on its corporate mission.

8.4 A Governor asked how impact and progress would be measured and GCEO said that as the Government are now more focused on outcomes, measuring the impact of the work will be fairly straightforward, as relevant data will be being collected to inform Government strategy.

8.5 Karl said when we talk about underachievement, there are certain areas of the District that we need to target; the College must market and promote itself effectively in those areas and use appropriate intermediaries to deliver effectively. The College should be feeding the region with qualified staff. Functional skills is an issue – which demonstrates that Bradford is not a homogenous place.

8.6 Following the planned workshop in January, a progress report with further recommendations will be presented to the Corporation following the workshop.

**Agenda
04.02.16**

8.7 A Governor commented that the College must not lose sight of the need for the content of the curriculum to be of interest to students and appeal to them.

RESOLVED

- i To receive the report.*

16.55 Gareth Osborne left the meeting.

7. Review of Safeguarding Processes and Procedures

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- 7.1. The Chair welcomed Jane George (JG) and Brian Mitchell (BM), members of the College's new safeguarding team. They spoke to their report, outlining changes to the College approach to safeguarding and key areas the team is currently tackling. JG expressed thanks to Group Chief Operating Officer, Gareth Osborne ("GCOO") for taking their concerns very seriously, facilitating investigation of those and helping to move things forward and make a plan for best practice.
 - 7.2. A qualified social worker joined the team today. She will be professionally line managed by BM and another safeguarding team member, Nick Koral; JG will provide administrative line management support. Additional Designated Safeguarding Officers will be appointed and trained as the College has lost a number of experienced people.
 - 7.3. There are currently 160 different situations in College where there has been some involvement of the team. On around 40 of these the College is working with external organisations, such as the Child Support Agency, the Police, Social Services, housing, etc. There is a significant workload to manage.
 - 7.4. Safeguarding is also potentially a big growth area in terms of the College's product, as there is a national safeguarding skills shortage and a shortage of good quality training in the area. The College could, for example, bring in local schools and deliver training to them. The only competitor with a masters degree course in safeguarding is Huddersfield. Talks are underway with the Local Authority about developing something around Adult practice.

- 7.5 Governors thanked JG and BM for their report and asked questions (Q) and commented (C) as follows:
- C This is a complex area and it requires patience, subtlety and skill to handle. I suspect that some Governors will have read this report with some unease to start with but I hope that they feel that we are now in a much better place.
- C I would much rather read an open and honest report on this because at the end of the day I am reliant upon information which I receive and also on our audit processes.
- Q Are you now satisfied that we have an effective mechanism in place for concerns to be addressed?
- JG No. We have spent a lot of time dealing with frontline issues, so policies to support this are on the "To Do" list. The main policy on safeguarding is up for renewal in September 2015 anyway; the other key policy is the whistleblowing policy.
- Q Is there a Corporation sponsor Governor for safeguarding?
- Chair As the Chair of the Corporation, I am the named person.
- C Perhaps we need to look at whether the Chair of the Corporation needs support in this area.
- GCEO There is a lesson to learn about the need to challenge the "good news" story, perhaps by getting more external validation. Alarm bells began to ring when we heard there had been a significant drop in reported cases, which didn't reflect national trends. Appointing more qualified professionals to the team is a very positive move and we have now appointed the new Principal David Harwood as designated officer, and he brings some valuable experience with him to the role.
- Q In January, JG, Sergeant Vince Firth and I met with the safeguarding manager of the Children's Service and talked about the College being a centre of excellence for safeguarding. It is essential that it is because child sexual exploitation is endemic and we need to be proactive and take the lead on preventing and addressing it. Look at what happened in Rotherham and in Rochdale; we must have a team in College that can deal with these things, including, if he is the named Governor for safeguarding, the Chair of the Corporation. How well trained is he and how well equipped to take the lead on this?
- Chair When safeguarding responsibility was introduced the College, it was thought appropriate for the Chair of the Corporation to be given the role in order to emphasise the supreme importance the College attributed to this risk.
- C We now have two members of Corporation who have the passion and expertise in this area, who may be willing to support you.
- JG At the point when I attended the meeting in January, it was in response to a last minute invitation and I had nothing to do with safeguarding at the time. Responsibility was handed over to me and my colleagues on 1 August 2015.
- BM We have to accept where we are currently at with this for now. Our policies have "stood still" and didn't move with the emerging themes. There has undoubtedly been a lack of formal training.
- Q When will you report on progress?
- JG In February or March 2016. In the meantime, safeguarding comes on a cyclical basis for report on a termly basis.
- Q Can we get an action plan before then? When will we have that?
- JG Within the week.

17.30 Ramindar Singh, Mazn Amhamed and Khan Muzzamil Nawaz left the meeting.

- GCEO We have been through huge change over last few months and have begun to challenge people a lot more and as a result of that we have unearthed things we have been complacent about as a management team in the past.
- C That is how I am reading it. I am grateful and reassured that Andy and his team are unveiling this stuff as a new way of working with the Corporation.
- GCOO Group Chief Operating Office, Gareth Osborne ("GCOO"), advised that there is likely to be more bad news to report before things get better.
- C It is not knowing that troubles us. If we are aware of things, we can be tackling them. Of course it is very important that the Corporation and individual Governors maintain confidentiality, so that things can be raised with confidence.
- GCEO The new team is challenging everything. Inevitably things will surface but that is a good thing.

17.32 Ramindar Singh rejoined the meeting. Karl Oxford left the meeting.

RESOLVED

i To receive the report.

9. Corporation Membership Issues

9.1.

It was noted that the Search Committee had recommended that Dave Mann be considered for appointment as a Governor and as a member of the Corporation's Audit Committee. Dave Mann, who had attended the meeting as an observer, introduced himself and gave a brief overview of a half day he recently spent at the College. He confirmed that he is keen to get involved as a Governor and is willing to serve on the Audit Committee.

9.2.

Dave Mann was asked to leave the meeting while the question of his appointments was considered.

17.35 Dave Mann left the meeting.

9.3.

The Clerk spoke to her report and Governors discussed Dave Mann's resume and skills. The Chair of the Corporation reported that he and GCEO had met with him for a short informal interview and they were happy to recommend him for appointment on the basis of that. Governors all **AGREED** that he should be appointed as an Independent Governor with immediate effect and should also be appointed to the Audit Committee.

RESOLVED

i In accordance with clause 3 of the Instrument of Government and being satisfied that all requirements relating to Governor appointments are met, to appoint Dave Mann as an Independent Governor with immediate effect for a term of four years to 4 November 2019;

ii To appoint Dave Mann to the Audit Committee with immediate effect for a term of four years to 4 November 2019;

iii To receive the report.

17.40 Dave Mann rejoined the meeting.

- 9.4 The Chair congratulated Dave Mann on his appointments and welcomed him to the Corporation. Dave Mann was advised that his four year term of office was effective immediately.
- 9.5 The Clerk then spoke to her report on the proposal to reappoint Ramindar Singh for a further two year term of office as an Independent Governor. Ramindar Singh was asked to leave the meeting while the matter was discussed.

17:40 Ramindar Singh left the meeting.

- 9.4 The Clerk said the recommendation of the Search Committee is that, although he has been a Governor for a significant number of years, it is appropriate in all the circumstances that he be reappointed for a further term. Governors discussed the report and all **AGREED** that Ramindar Singh should be reappointed as an Independent Governor for a further term of two years with effect from the end of his current term.

RESOLVED

i In accordance with clause 3 of the Instrument of Government and being satisfied that all requirements relating to Governor appointments are met, to re-appoint Ramindar Singh as an Independent Governor with effect from 17 March 2016 at the end of his current term of office for a term of two years to 16 March 2018.

ii To receive the report.

17.42 Ramindar Singh, Mazn Amhamed and Khan Muzzamil Nawaz rejoined the meeting.

- 9.5 The Corporation then turned to concerns raised by the Search Committee about the poor attendance of Independent Governor Cllr Naveeda Ikram, whose membership of the Corporation will terminate by the operation of clause 8.4 of the Instrument of Government if she does not attend this meeting. It was proposed that, should she attend, the Corporation should return to the question of her continuing then and this was **AGREED**.

17.43 Karl Oxford rejoined the meeting.

- 9.6 The Clerk reported that following a ballot of the academic staff and the professional support staff respectively, nominees had been chosen for both vacant Staff Governor roles, those being Robert Holden (a manager in the Learning Support team) and Debbie Rolls (a tutor on the College's Higher Education teaching courses). Both had been validly elected and are eligible to act as trustees of the College. Neither was able to attend the meeting today; Debbie Rolls is abroad on College business and Robert Holden has an important departmental meeting to attend.
- 9.7 Governors thanked the Clerk for her report and **AGREED** that the two Staff nominees should be appointed as Staff Governors with effect from the end of the meeting.
- 9.8 The Corporation was asked to **note** that Independent Governor, Andrew Chang, will be retiring from the Corporation after the 17 December Corporation meeting after more than ten years of service to the College. He will remain on the Audit Committee until then. Independent Governor, Malik Saddiq, will also be retiring from Corporation Committee in

January 2016, as he is moving to live abroad.

RESOLVED

- i In accordance with clause 3 of the Instrument of Government and being satisfied that all requirements relating to Governor appointments are met, the Corporation resolved as follows:*
 - *to appoint Robert Holden as a Staff Governor with effect from the end of this meeting for a term of four years to 4 November 2019;*
 - *to appoint Debbie Rolls as a Staff Governor with effect from the end of this meeting for a term of four years to 4 November 2019; and*
- ii To note that Independent Governors Andrew Chang and Malik Siddique will be leaving the Corporation very shortly, creating two vacancies.*
- iii To receive the reports.*

10. Group Chief Executive Officer’s Report

GCEO spoke to his report, saying he wanted to focus on the forthcoming Area Review visit. An early draft of the College’s position statement was attached as an appendix to the report and GCEO spoke to this. He said the data is looking good and presents a positive picture of Bradford.

Area Review:

Data looks very good and presents a positive picture. Looking to adopt a strategic approach to FE and HE provision across the Bradford District, including an overlap into the Craven Area. The Review is being chaired by Cllr David Green, Leader of BDMC. AW is meeting with the Heads of the other Colleges across the WYCC area over the coming weeks.

A further appendix was attached to the report, outlining discussions with the Department for Business Innovation and Skills about Institutes of Technology. GCEO said the Executive has been looking at the curriculum offer that the College could package as part of that.

Governors discussed the report and asked questions (Q) and commented (C) as follows:

- C As with any top down government initiative, there will be top down objectives such as saving money but also area by area there will be nods towards local preferences. There is scope for a College like ours to take advantage of the current examination of Further Education in West Yorkshire. We are all going to be exposed to this Area Review team; they will want to hear about our appetite for risk and what our shopping list is; how professional we are; what are our ambitions are for doing something in society. If we can coalesce in what Andy articulates to the Area Review team, we will have a stronger case than if we have disparate voices.
- C It is an opportunity to put down our marker of Equality and Diversity: one of biggest assets in the whole sub region and region.
- C We need a combined approach. A collaboration.
- Q Is there any feel for colleges being supportive of federation with us?
- GCEO There is an overlap in the curriculum offer in terms of Shipley and Bradford. The remit of the Area Review is to remove inefficiencies, so any outcome that doesn’t involve Shipley and Bradford working together will create more competition. There is an argument that time and energy spent, for example,

marketing against each other instead of marketing Further Education and apprenticeships, is wasted and plays into the hands of the private providers.

- Q Can we do some financial modelling of each of the possible federation models?
- GCEO There is no data for Keighley at all it is subsumed within Leeds City College's accounts, so there are gaps in information.
- C The great unknown is the Institute of Technology. We should consider extending some of the dialogue on that. It would be a shame if we missed that boat. We also need to speak to other appropriate partners in the area, we are competitors, but we are also collaborators.
- Q Are we precluded from a strategic relationship with the University? Do we only have the option to work with Colleges?
- GCEO We previously looked at this and we are looking to grow a more established partnership with them going forwards. We have had a number of meetings looking at mapping out curriculum offers. We may need a new validation partner in the future.
- Q Does the Council have any impact or influence on proposed mergers?
- GCEO The Council is on the Area Review steering group and is contributing to formulating the recommendations, but it cannot dictate to the colleges. Individual colleges will decide for themselves whether or not to accept the recommendations.
- C A substantial alignment with the programme of Bradford Council would be positive. The Council has initiated a review of all post 16 education in the District. Ideally we would like to work with the Council to "shape" the way forwards, as opposed to someone coming in a "shaping" it for us.

There were no further questions or comments. Governors thanked GCEO for his report.

GCEO circulated an invitation he had received to a meeting with Lord Patel at the House of Commons which he was unable to attend and asked for a volunteer to attend the meeting on his behalf.

RESOLVED

i To receive the report.

18.16 Khan Muzzamil Nawaz left the meeting.

12. and 13. Provosts Report and Report on the Higher Education Retention Strategy

12.1 Bill Wardle spoke to his report and Governors asked questions (Q) and commented (C) as follows:

Q When do we start advertising courses for next year?

Provost Courses for 2016 entry are advertised from the Spring of 2015, so there is an 18 month lag time.

C We cannot be in the same position next summer that we were in last summer. We need to get the course offer right now. We need to be doing it now. I don't disagree with what is in the report but I need to see action.

Provost We can do marginal change which is effective, such as making sure we get

people to apply from Bradford schools. Progression from Further Education to Higher Education within the College is low and has been flat – only 30 students progressing. The bigger game is fundamental change around curriculum content and course packaging.

- C If we can broadly agree very quickly what the focus and direction are likely to be, we can make a start on change immediately. There is no time to change the package itself, only the way we sell it. We need to establish a forum to look at how quickly we can take new focus into the existing package in time to sell and market it. This can't be top down; that hardly ever works. We have to look at how people can go about raising issues: how can the management and staffing sides work together? The Academic Board is a very credible Committee but it may be that a separate body is needed to focus on and manage this task.
- C There is a strong connection between the philosophy of Equality and Diversity and the link with the wider participation agenda. There is potential to offer customised training for employers.
- GCEO We need to look at moving away from September recruitment and the traditional three year model. Higher Level Apprenticeships need to start and stop whenever employers want them to.
- Provost We recognise extent of the problem and recognise where the institution should be committing its energies and where it is currently committing its energies. New course development is held up because of the Teeside University moratorium on new approvals.

12.2

There were no further questions or comments and Governors **AGREED** to receive the report, to request a more detailed action plan to the next meeting, and to request the retention strategy be presented at the next meeting.

RESOLVED

- i To receive the report.***
- ii To request a more detailed action plan to the next meeting.***
- iii To request the HE retention strategy be presented at the next meeting.***

14. TDAP Update

A report was tabled up update Corporation on the progress in terms of the College application for Taught Degree Awarding Powers.

The Provost spoke to the report and progress was noted. A Governor asked why there would be a delay to the original timetable and the Provost said that the Quality Assurance Agency for Higher Education had advised that it wished to observe the impact of the major restructuring exercise the College was undertaking. He said there is also an issue around an additional change which has been levied of £34,000.

The Chair expressed that, in his view, this was unsatisfactory and asked that the matter be brought back to Corporation in a report at the next meeting, to provide further update and clarification on the matter.

RESOLVED*i To receive the report**ii To request a report to the next meeting by way of update.***15. Management Accounts and Cashflow Forecast**

GFD tabled a report to inform Corporation of the latest set of management accounts for the first two months of the financial year and latest cashflow forecast. He said it is possible that attrition could be half of what he forecast in May, due to a reduction in Higher Education tuition income. It could be £600K not £1.2m as forecast. Student Attrition is to be validated and brought to a future Corporation Meeting

The cashflow forecast does not include the fact that we are expecting a potential £700K later in the year in VAT recovery for the David Hockney Building. A further update will be provided to the next meeting.

There were no questions and Governors thanked GFD for his report.

RESOLVED*i To receive the report.***16. Staff Pay – Outcome of Quarterly Review**

GFD reported that a review of staff pay has been carried out and the Executive has concluded that the College is not in a position to increase staff pay at this moment. The College will continue to review this on a quarterly basis and will reassess if performance improves.

RESOLVED*i To receive the report.***17. Search Committee Minutes**

It was noted that the majority of the Search Committee recommendations had already been implemented. It remained for the Corporation to approve the revised annual calendar for the Search Committee and also the amended Criteria and Selections Process for Honorary Fellows of the College. Both documents were considered and the amendments were **AGREED**.

19.00 Eve Gregory apologised for having to leave the meeting early and left the meeting.

RESOLVED*i To approve and adopt the revised Annual Calendar of Business for the Search Committee;**ii To approve and adopt the revised Criteria and Selections Process for Honorary Fellows of the College;**iii To receive the report.***18. Audit Committee Minutes**

This item was presented by Andrew Chang, Chair of the Audit Committee with input from GFD.

The recommendations and items of note set out in the synopsis were noted. Andrew Chang said the key issue to report is the findings of the Internal Auditor, as set out in the synopsis to the Audit Committee's minutes. The Auditors had advised the Audit Committee that significant progress is being made towards a solution and the Committee's expectation is that the rating will improve by the time of the next report in May.

Copies of the Internal Audit strategy and plan and the annual report from RSM (formerly known as Baker Tilly) were circulated for information. The Audit Committee's annual report will be presented to the Corporation in December.

GFD reported that over recent months there has been and there continues to be a major upgrade in terms of the College's internal controls. New systems and processes have been put in place. A new Financial Controller has been recruited and is now in post.

The Corporation considered the proposed amendments to the Terms of Reference for the Audit Committee **AGREED** that those should be approved and adopted.

The Corporation **AGREED** that the College's Marketing Strategy should be an Agenda Item on the Corporation's next meeting and that it should consider as an Agenda item the College's Strategy for improving progression from Further Education to Higher Education within the College.

RESOLVED

- i To approve and adopt the amended Terms of Reference for the Audit Committee.*
- ii To add review of the marketing plan and the strategy for improving progression from Further Education to Higher Education within the College to the Corporation's Agenda at the next available opportunity.*
- iii To note the advice of the Audit Committee with respect to the independence of the internal audit service.*
- iv To note the advice of the Audit Committee with respect to the remuneration of the Financial Statements Auditor.*
- v To note the concerns raised by the Internal Audit Service in respect of the Key Financial Controls and the advice of the Audit Committee in that regard.*
- vi To receive the report.*

19. Remuneration Committee Minutes

A copy of the minutes of the Remuneration Committee meeting held on 8th October 2015 was received and the Corporation noted the contents.

RESOLVED

- i To receive the report.*

20. External Affairs Committee Draft Terms of Reference

A copy of the External Affairs Committee Draft Terms of Reference had been circulated. There were no comments and Governors **AGREED** that the draft should be approved and adopted.

The Clerk identified that there was a decision to be made which concerned the College's membership of the charity Unipol. The College has received a written resolution which relates to proposed changes to that organisation's articles of association. She suggests that consideration of this resolution be delegated to the External Affairs Committee which shall have delegated authority to determine the issue and, if appropriate sign the resolution on the Corporation's behalf. She also proposed that Terry Davis might be appointed to the External Affairs Committee. This was all **AGREED**.

A copy of the minutes of the Remuneration Committee meeting held on 8th October 2015 was received and the Corporation noted the contents.

RESOLVED

- i To approve and adopt the amended Terms of Reference for the External Affairs Committee.***
- ii To appoint Terry Davis as a member of the External Affairs Committee with immediate effect until 7 October 2019.***
- iii To delegate to the External Affairs Committee decision making in respect of the Corporation's right, as a member of the charity Unipol, to vote on proposed amendments to that charity's constitution.***
- iv To receive the report.***

21. Academic Board Minutes

RESOLVED

- i To receive the report.***

22. Health, Safety and Welfare Committee Meeting Minutes

It was noted that the minutes of the Health, Safety and Welfare Committee held on 30th September 2015 were unavailable due to the member of staff who had taken those minutes having been absent from work due to illness.

23. Equality & Diversity Committee Meeting Minutes

RESOLVED

- i To receive the report.***

24. Date of next meeting

The next Corporation Committee meeting will be held on **Thursday 17th December at 4pm** in the **Boardroom, F Floor, Old Building, Bradford College**.

25. Any Other Business

As noted earlier in the minutes, as Independent Governor Naveeda Ikram did not attend at any stage during this meeting, her membership of the Corporation is forfeit by the operation of clause 8.4 of the Instrument of Government.

26. Close

There being no other business, the Chair thanked everyone for their attendance and

contributions, and declared the meeting **closed at 19:10pm**

