



Approved by the Corporation:
Signed by the Chair
Date

Bradford College

MINUTES OF THE MEETING OF THE CORPORATION HELD: Thursday 7 April 2016

Present:

Richard Wightman (Chair)	Governor
Mazn Amhamed	Governor (Student)
Paul Ashton	Governor
Angela Cawthra	Governor (from 1615)
Eve Gregory	Governor
Nasreen Karim	Governor
Dave Mann	Governor
Khan Muzzamil Nawaz	Governor (Student)
Cath Orange	Governor
Karl Oxford	Governor
Debbie Rolls	Governor (Staff)
Ramindar Singh	Governor
Cllr Dale Smith	Governor
Andy Welsh	Governor (Group Chief Executive Officer) (GCEO)

The quorum was six Governors

In Attendance:

Jane Barratt	Head of FE Quality and Standards (for Item 6) (HQS)
Joanna Green	Clerk to the Corporation (Clerk)
David Harwood	Principal
John Kenyon	Vice Principal
Sue Kerslake	Financial Controller (for Item 9) (FC)
Liz Knowles	Assistant Clerk
Richard Thomas	Provost
Dawn Tucker-Brown	Group HR Director (GHRD)
John Smith	Head of Procurement (for item 14) (HP)

The meeting was held in the Bradford College Boardroom commencing 1600 and ending 1840

The meeting was chaired by Richard Wightman as Chair Elect.

1. Members to meet in the absence of management to discuss the papers and how best to approach the business of the meeting

- 1.1 The Chair opened the meeting and the Clerk confirmed the meeting was quorate.
- 1.2 A Governor referred to the minutes of Academic Board and the Academic Quality and Standards Committee and asked whether the Corporation requires any other sources of assurance with respect to the Higher Education ("HE") provision to measure whether it is delivering what the Corporation wants.

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- 1.3 An Audit Committee member said in terms of the Agenda planning for the Away Day, certain concerns were raised at the last Audit Committee meeting about the status of risks relating to student numbers and the validation arrangements. It was **AGREED** that the Provost would be asked to report on these issues at the forthcoming Away Day.
 - 1.4 Referring to the report by the Group Director of Human Resources (GDHR) report on sickness absence, the Chair advised that GDHR had understood that all Governors had received a copy of the data she referred to in her report, however they have not.
 - 1.5 A Governor asked whether this section of the meeting would be minuted and how feedback would go to the Executive. The Clerk said it would be minuted; the usual rules about restricted minutes would apply and the Chair would determine what should be confidential. GCEO said it is incumbent upon him to feedback to the Executive however the Clerk cautioned that he should not feedback any items that are restricted. It was **AGREED** that these particular discussions would not be restricted.

1610 *Jane Barratt, David Harwood, John Kenyon, Sue Kerlake and Richard Thomas joined the meeting.*

2. Introductions, Apologies, Disclosures of Interest and Monitoring Governor Attendance

- 2.1 Apologies for absence were received from Terry Davis and Robert Holden due to holidays and from (non-Governors) the Group Finance Director, David Hambleton ("GFD") and Group Chief Operating Officer, Gareth Osborne ("GCOO").
- 2.2 It was noted that the Attendance report had been circulated but was not for discussion.

RESOLVED:

- i To receive the Attendance report.*

3. Minutes of the meeting of 3 March 2016 and 10 March 2016 Away Day

- 3.1 The minutes of the meeting of 3 March 2016 were **AGREED** as a true and correct record and the Chair was duly authorised to sign them.
- 3.2 With reference to the minutes of the 10 March 2016 Away Day, it was **NOTED** that Karl Oxford was missing from the list of those present, and that Ramindar Singh had rejoined the meeting at 1550.
- 3.3 It was **AGREED** that, subject to amendments being made in respect of these errors, the minutes of the 10 March 2016 Away Day should be **AGREED** as a true and correct record and the Chair should be duly authorised to sign them.

RESOLVED

- i That the minutes of 3 March 2016 are a true and correct record and should be signed by the Chair.*
- ii That subject to amendments being made in respect of the errors identified at minute 3.2 above, the minutes of 10 March 2016 are a true and correct record and should be signed by the Chair.*

As there were items of timed business to deal with and the meeting was slightly behind schedule, it was **AGREED** that Matters Arising should be taken after the timed business.

1615 Angela Cawthra and John Smith joined the meeting

1615 Timed business John Smith, Head of Procurement

14. Property Disposals

This item was taken out of time.

- 14.1 John Smith, Head of Procurement (“HOP”) presented GCOO’s report on the proposed sale of a property, being the land and building known as Russell Street Nursery on Russell Street in Bradford. The report recommended the sale of that property for £132,500, a price offered by the tenant nursery proprietors.
- 14.1 HOP said a higher price had previously been offered but a recent inspection had uncovered some issues and a surveyor engaged by the College has valued the property at £150,000. The valuation does not take account of the fact that the property is subject to a restriction on use: it must be used as a nursery for the remainder of a fixed period; this further impacts on the value.
- 14.2 Following careful consideration of the proposal, and having taken note of their duty to safeguard the assets of the College and to achieve value for money in all transactions involving public funds, Governors **AGREED** to approve the sale of the property at a price of £132,500.

RESOLVED:

- i. To approve the sale of the land and building known as the Russell Street Nursery on Russell Street, Bradford at the revised price of £132,000.*

1630 John Smith left the meeting.

5. Data Dashboard

- 5.1 David Harwood, the Principal, reported that retention is still looking strong. A tracking process has been implemented to monitor timely withdrawals. English and maths continues to be of concern but there are known data issues such as duplicate entries on registers and multiple reporting which are skewing the picture. Management is working to solve these issues. The English and maths Task and Finish Group continues to monitor the situation.
- 5.2 A Governor asked how we know students are continuing at College if they are not attending classes. The Principal said there is a system for tracking when they enter buildings and there are communications with students who are absent. GCEO said there is a need to recognise that there is a risk on attendance and achievement; we are unlikely to hit the attendance target. This was **NOTED**.
- 5.3 With regard to younger learners, the Principal reminded Governors that the College recruited more students than planned for in 2015/16, with current numbers at 3,769 against a planned allocation of 3,395. He said because of this, there will be a positive funding impact (+£3.2m) with regard to the allocation for 2016/17. He reported that apprenticeship recruitment is on track to meet the allocation and there is additional planned activity in order to realise the allocation for adults.

- 5.4 The Principal then reported on the range of activity this year to assess the quality of teaching, learning and assessment. He said the team is on track to complete all lesson observations of the high risk curriculum areas for 2015/16.
- 5.5 Referring to 24+ loans, a Governor asked whether it is something the College is giving up on, or if take-up is slow. The Principal said the way forward is to recognise within course content and curriculum planning which courses attract 24+ loans and to get better at selling them. John Kenyon, the Vice Principal (“VP”), added that previously 24+ loans were not pushed or explained well but this has been addressed and students are better informed. He said a brief presentation on the campaign could be given a future date if Governors wished.
- 5.6 A Governor asked how many students are taking up the loans compared with those who are self-funding. VP said he could provide that data separately, adding that anecdotally, he had had a conversation with one student who had said they preferred to pay for their course upfront rather than taking on a debt. GCEO reinforced this point, stating that there is a cultural barrier about taking out loans and a Governor requested an Equality and Diversity breakdown of this data. This was **AGREED**.
- 5.7 A Governor asked whether it was intended that the management forecast would change as the year progressed. The Principal said it would and that would be noted in the commentary he provided. Governors **AGREED** that the report is useful and should be reported on at every Corporation meeting. It was **NOTED** that updated versions would be available on the Trust Governor website.
- 5.8 It was **AGREED** to receive the report. The Chair thanked the Principal for his presentation.

GCEO,
VP

Clerk/
Principal

RESOLVED:

- i. To receive the report.*
- ii. To commission an Equality Impact Assessment in respect of the 24+ loans.*
- iii. That the Data Dashboard should be reported on at every meeting.*

1630 Richard Thomas and John Kenyon left the meeting

6. Principal’s Report

6.1 Progress against FE Quality Improvement Plan

Jane Barratt, Head of FE Quality and Standards (“HQS”) presented the latest update of the FE Quality Improvement Plan 2015/16, which identified progress up to the 18th March 2016. HQS said significant work is being done to achieve the target outcomes with satisfactory progress being made in most areas. Retention is strong and monitoring of indicators is ongoing and detailed. Attendance remains the greatest risk area for the College in terms of students’ success, in particular attendance at maths and English. Many actions have been taken to support this, including incentives being offered, extra workshops put on, and additional learning resources developed. We are starting to see a small level of impact. HQS said the other area which has been slow has been eTrackr; a lot of work has been done but there is not yet sufficient information on student progress, therefore this year needs to be viewed as a transition for next year when reporting will be much more rigorous and robust. Governors asked questions (Q) and made comments (C) as follows:

1635 Mazn Amhamed left the meeting

Q Are there similar analyses for overall attendance or is the focus solely on English and Maths? At the Task and Finish Group meetings it is sometimes reported as a wider problem.

HQS eTrackr¹ is being used in many areas to identify which students need to be approached about their attendance. However, not all information is yet available via eTrackr and the system is not fully utilised.

Q What do you think of the quality of teaching and learning in maths and English?

HQS There has certainly been an improvement this year. A higher percentage of lessons observed were Good or better; of those staff members whose lessons 'required improvement', two showed an improvement at the next observation and two are still working with the coaches. There has been a more embracing culture from staff in terms of accepting support for development.

1642 Mazn Amhamed rejoined the meeting

C Relative to TAP days and part-time staff, part-timers are only paid a flat fee for attending, so very few part-time staff choose to attend.

GCEO If a manager deems it appropriate that part time staff must be in attendance they will be paid to attend, otherwise it is an open invitation and those who take up the opportunity for development are paid £33. Perhaps not many managers deem the activities being undertaken to be essential for their part time staff but in any case we need to look at this practice.

It was **AGREED** that GCEO would pick this up with the Group Director of HR.

GCEO

Q On attendance generally, how do our rates compare with other providers similar to Bradford College?

HQS There is no comparative data available but I believe it is lower than it ought to be.

Q There are specific activities going on around attendance but what is the thinking going forward?

HQS It should start from a student's first contact with the College. We need to strengthen our induction and have high expectations from day one. We are also working with the Student Union on this.

Principal We are preparing students for the world of work so we need to get the message across. We are looking to get employers into college to talk to students about what they will expect of them and we are talking to staff so that everyone is focused on it. We need attendance to be 90%+.

1650 Khan Muzzamil Nawaz left the meeting

Q Are there things we should be doing with community groups so that the message is also coming from there?

GCEO We are talking to heads of schools because bad habits form early on.

¹ eTrackr is a web-based eILP (electronic individual learning plan) that tracks progress against individual targets, monitors attendance, uses online action plans and creates subject reviews.

HQS When Ofsted looked at the local authority last year, one of the areas for improvement was attendance and in secondary schools in Bradford is it lower than in College, so we are making a difference.

Principal For next year's intake is it important that right from the start students are aware that they will not be allowed to start the next term if their attendance is not good.

The Chair thanked HQS for her presentation and it was **AGREED** to receive the report and note progress against the target outcomes.

RESOLVED:

- i. To receive the report and note progress against the QIP target outcomes.***

6.2 Report on Student Perception of Course Survey Outcomes

HQS presented a summary of the results of the Mid-Course Student Survey conducted in January 2016. She said satisfaction rates for Teaching, Learning and Assessment were very good at 92% but there has been a drop in respect of students' experience of one-to-one reviews, which is thought to be due to the fact that not all progress coaches were in post at the beginning of the year and tutorials have not been well organised. We should see an improvement now the problems have been sorted out. Another point of note, HQS said, was that the satisfaction level with the question "I have help to get better at using computers" was only 76%. This can be attributed to students no longer undertaking Functional Skills ICT and there needs to be some consideration as to how students are supported in this area going forward.

1700 Khan Muzzamil Nawaz, Richard Thomas and John Kenyon rejoined the meeting

The Chair thanked HQS for her presentation and it was **AGREED** to receive the report and note that the issues raised by students will be included in the FE Quality Improvement Plan.

The Chair informed the meeting that HQS would be leaving the College at the end of April. He thanked her for the magnificent job she has done. A Governor asked HQS what else the Corporation should be doing to support the improvement of quality and HQS said she felt the Corporation was supportive and asked the right questions. In particular, she said, the English and maths Task and Finish Group, with the Lead Governor for FE as chair, is having a positive impact. She added that it is good and necessary that staff are able to be transparent and honest with Governors and raise items of concern.

A Governor asked what the situation was in relation to a new Head of Quality appointment and the Principal said CVs had been received for an Interim appointment prior to any permanent appointment being confirmed.

RESOLVED:

- i. To receive the report and note that the issues raised by students will be included in the FE Quality Improvement Plan.***

1710 Dawn Tucker-Brown joined the meeting

1710 Timed business Dawn Tucker-Brown, Group Director of HR

7. Staff Sickness Absence and Absence Reduction Measures

- 7.1 Dawn Tucker-Brown, Group Director of HR (“GDHR”) tabled a short paper on matters arising from her presentation of 4 February 2016.
- 7.2 The report referred to a long-standing objective of the College to achieve a workforce reflective of the local population and it was **NOTED** that Governors had previously queried the rationale for this. GDHR suggested that the question might be referred to the Equality and Diversity Committee and then, if it is still something the Corporation wishes to aim for, it could be added to the Equality and Diversity Objectives. GDHR said she would raise it at the next meeting. It was **AGREED** that the Equality and Diversity Committee should be asked to examine the merits of the objective and report back.
- 7.3 GDHR then spoke to her report on Sickness Absence, updating Governors on sickness absence data and actions taken to support staff in returning to work. The Chair explained that Governors had not had sight of the data set referred to in GDHR’s report, as it was restricted.
- 7.4 A Governor observed that the Corporation is responsible for the health and safety of its workforce and Governors must try and understand the situation and see to it that underlying issues are identified and resolved where appropriate. It would be simplistic and wrong, the Governor said, to simply assume that high levels of sickness absence are due to worries about redundancy when the whole sector has undergone the same stresses and strains as we have and many other colleges have too. This was **AGREED** and GDHR was asked how she would get the bottom of the matter and what analysis has been done to investigate why sickness absence levels here are worse than national average.
- 7.5 GDHR said it is not just the redundancy situation; there have also been pay freezes, a move into new buildings, and changes to ways of working, so there has been a lot of uncertainty and change. Also, from a management point of view, managing sickness absence it is the one area that has remained paper-based, which is limiting; the outsourcing of the call handling and data processing elements of absence management to Medigold will allow us to better understand the causes of sickness absence and to be more intelligent and proactive in our approach to tackling it. Medigold will capture key data far more effectively and provide immediate advice and support for staff.
- 7.6 A Governor asked whether the College’s approach included identifying early indicators that people are at risk of going off with stress related absence. GDHR said training is given to managers in terms of warning signs but there has been a lot to do with the pace of change, so more work may be needed.
- 7.6 GCEO advised that the College has recently signed up to do a whole staff health survey. While we are yet to receive the results of that, management is already using the survey questions as a starting point to develop strategies around staff wellbeing. It was **AGREED** that Governors would receive an electronic link to the survey website.
- 7.7 In response to a question, GDHR said the trade unions are working proactively with management to address the issue of high sickness absence; their representatives raise staff welfare issues at Health, Safety and Welfare Committee meetings, as well as at meetings between unions and management. Their contribution to case conferences where individuals are experiencing long term or persistent absence has been particularly positive. A recent request for more time to be allocated to individual Health and Safety representatives is being looked at by Health and Safety manager Alan Bradley.

GDHR

Clerk

7.8 A Governor observed that the data suggests poor staff morale, as the main reasons given for sickness absence are stress, depression and anxiety. He said we need to identify why there is low morale if there is; only then can we try to turn the situation around, and there needs to be some significant strategy changes to improve the figures. This was **AGREED**.

7.9 Governors discussed the sickness absence target for the College and **AGREED** that the target of sick days making up no more than 3% of total working days is ambitious but should stand. It was **NOTED** that, as at February 2016, sick days amounted to 5.52% of working days since September 2015. GCEO said the proportion is always higher at this point in the year; it is expected to reduce from this point onwards. He said Governors should not under-estimate the work that has been done in this area.

7.10 The Chair thanked GDHR for her presentation.

RESOLVED:

- i. ***To affirm the sickness absence target for the College of sick days making up no more than 3% of total working days and to note that it is intended to be ambitious.***
- ii. ***To receive the report.***

8. HR Strategy Update

8.1 GDHR presented her report to update Governors on progress against the HR strategy. Governors questioned what was meant by achieving a “culture change” and GDHR said it is largely down to communication and how we manage change going forward. She said we want this to be a good place to work, staff to be enthusiastic and to deliver the best for our students and we want to be a good employer. A Governor cautioned that “culture” means different things to different people therefore management must be very clear about what is being aimed at. This was **AGREED**.

8.2 Governors discussed the merits of staff surveys and encouraged GDHR to seek more dialogue with staff through surveys and bring the results back to them.

8.3 It was **AGREED** to receive the report and the Chair thanked GDHR for her presentation.

RESOLVED

- i. ***That the Corporation encourages more dialogue with the staff community and wishes to receive more staff feedback to inform its strategic discussions.***
- ii. ***To receive the report.***

1745 *Karl Oxford and Dawn Tucker-Brown left the meeting*

9. Finance Reports:

9.1 **Finance Report and Management Accounts**

9.2 **Cash Flow**

9.3 **Compliance with Financial Covenants**

9.4 **Q2 Forecast**

Sue Kerslake, the Financial Controller, (FC) presented the Finance Reports on behalf of GFD. She said we are managing to stay on track with some nice wins

on income; there have been some challenges on expenditure but we are working hard to mitigate these and cash flow is tight but bearable. Whilst the Q2 forecast is indicating that all covenants will be complied with at the end of 2015/16, one covenant, which concerns debt servicing costs as a percentage of income, is approaching the income level, therefore discussions will be had with Lloyds Bank before 31 July 2016 to agree how best to mitigate the risk. An action plan has been sent to SFA along with the Q2 forecast.

Questions (Q) and comments (C) were then invited from Governors.

1750 Karl Oxford rejoined the meeting

Q Is the fixed rate for the RCF extension above base rate?

FC It includes base rate.

Q Is the College better off for having it?

FC Yes it is.

[REDACTED]

[REDACTED]

C Your summary was very good and concise.

Governors moved on to discuss the issue of staff pay, **NOTING** that while Bradford College pays well relative to other local colleges, nevertheless there is likely a link between the pay freeze and the staff morale and retention issues discussed earlier, hence it is appropriate to continue to periodically review the strategy of freezing pay.

[REDACTED]

[REDACTED]

[REDACTED]

A Governor commented that it would be preferable to receive a standalone report on staff pay in future and this was **AGREED**.

Executive/
Clerk

² Information exempt from disclosure by s43(2) Freedom of Information Act 2000 as disclosure at the present time would, or would be likely to, prejudice the commercial interests of any person.

RESOLVED:

- i. To maintain the policy of not increasing staff pay for the time being due to the affordability risk.*
- ii. To continue to review the situation quarterly.*
- iii. To receive the financial reports.*

1800 Sue Kerslake left the meeting

Declarations of interest in the following item were made by the Chair, Eve Gregory and Andy Welsh, all being members and directors of the Bradford College Education Trust.

10. Bradford College Education Trust

- 10.1 Joanna Green, the Clerk, presented a report on the relationship between Bradford College and its sponsored multi-academy trust, Bradford College Education Trust, (“the Trust”). She said the Corporation should revisit and review its strategic objectives in relation to sponsorship and its motivations for continuing the arrangement.
- 10.2 A Governor commented that this was the first review of the arrangement he could recall in seven years. He said while the College would not necessarily consider pulling back if the relationship is not working, there is a need to revisit the key objectives for sponsoring the Trust initially and assess whether those have been achieved and what value the College is getting from the arrangement, because significant resource has gone into it. He proposed that the Corporation should receive a report on what has been gained from the project and what is likely to be gained in the future, as well as the risks. This was **AGREED** and the Clerk advised that a report on the extent to which the sponsorship objectives defined in 2008 have been or are being met has already been requested by the Audit Committee and this was assigned to the Principal.
- 10.3 Referring to a recommendation of the Clerk’s report, a Governor said a memorandum of understanding or some other form of agreement between the College and the Trust would likely be welcomed by the Trust provided it was put to it in the right way, with obligations and commitments on both sides. The Clerk said the idea had been developed in consultation with the Director of School Improvement for the Trust, Dwayne Saxton (“DSI”) after they attended an Eversheds workshop on academy sponsorship by FE colleges together.
- 10.4 Governors **AGREED** that the dialogue should be an approach of trying to rectify missed opportunities that have not been seized in the past. It was **ACKNOWLEDGED** that the reputational risk of sponsorship, which is recognised by Ofsted, will remain high until the schools get to “Good” or “Outstanding”.
- 10.5 It was **AGREED** that the Clerk should be asked to approach DSI to work together on a Memorandum of Understanding and bring a report back to Corporation for approval. It was further **AGREED** that DSI and Sarah Murray, Head of Finance and Administration at the Trust, should be invited to bring a separate report to Corporation on the Trust’s progress.

RESOLVED

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| i. | <i>That the Clerk will approach the Bradford College Education Trust with a view to collaborating on the drafting of a Memorandum of Understanding and will then bring a report back to Corporation.</i> | Clerk |
| ii. | <i>That the Trust's Director of School Improvement, Dwayne Saxton and Head of Finance and Administration Sarah Murray should be invited to report on the Bradford College Education Trust's progress and performance at a future Corporation meeting.</i> | Clerk |
| iii. | <i>To note that the Principal has been asked to prepare a report on the extent to which the sponsorship objectives defined in 2008 have been or are being met, which will come to a future meeting of the Corporation.</i> | Principal |

4. Matters Arising

The meeting then returned to the Matters Arising Report.

4.1 **Instrument of Government:** It was **NOTED** that a single response to the consultation had been received from the University and College Union, which stated that there should be union representation on the Corporation and greater engagement with the local authority. Governors discussed this and **AGREED** that union representation would not be appropriate, as Governors are required to act in the best interests of the Corporation and are not permitted to be bound in speaking and voting by mandates given to them by any other person or body. Governors further **AGREED** that they are satisfied that best attempts have been made to solicit Independent Governor nominations from the local authority as envisaged by the Corporation's governing documents and that the local authority has adequate involvement in the Corporation. It was **AGREED** that the Chair would respond to the University and College Union by letter.

4.2 It was further **AGREED** to approve and adopt the revised Instrument of Government with immediate effect, with approval of the revised Articles to be deferred until after the April Away Day.

4.2	Update on Equality and Diversity Strategy and Equality and Diversity Report: It was AGREED that this will come to the meeting of 7 July 2016.	Clerk
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4.3	Meeting of External Affairs Committee: Date to be determined with Vice Chair and Executive.	Clerk
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4.4	Progress on Implementation of the proposals for the College's FE provision: It was AGREED that this will be an item on the Agenda for 12 May 2016.	Clerk
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4.5	Risk Management: It was AGREED to establish a working group to look at risk management and the risk register and that Dave Mann would Chair the group.	Clerk
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RESOLVED:

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| i. | <i>To approve the revised Instrument of Government as presented for consultation without amendment with immediate effect.</i> | Clerk |
| ii. | <i>To defer approval of the revised Articles of Government until after the 14 April Away Day.</i> | |
| iii. | <i>To establish a Working Group to review the Risk Register and bring to the Corporation recommendations for amendments and additions to it, as well as in</i> | |

respect of the risk framework generally. The membership shall include Group Finance Director David Hambleton and/or Financial Controller Sue Kerslake and shall otherwise be determined by the Chair, Dave Mann.

11. Calendar of Meetings 2016-2017

11.1 Due to timing issues it was **AGREED** to defer discussion on this item to the Away Day on 14 April 2016

Clerk

12. Equality and Diversity Committee Minutes 03.02.16 and 23.03.16

12.1 GCEO presented the minutes of the Equality and Diversity Committee of 03.02.16. He said he would like to bring a full report to the July meeting to detail what had been taking place over the year and this was **AGREED**.

Clerk/
GCEO

12.2 The Chair thanked GCEO and Karl Oxford for the work they were doing, asking that a message of acknowledgement from the Corporation be passed back to the Committee and this was **AGREED**.

GCEO

12.3 The Chair thanked GCEO for the report and it was **AGREED** to receive the report.

RESOLVED:

- i. To request GCEO to bring a full report to the meeting of 9 July.*
- ii. To request GCEO to take back to the Committee the Corporation's acknowledgement and thanks for the work it is doing.*
- iii. To receive the report.*

13. Academic Board Synopsis 24.02.16

13.1 It was **AGREED** that any issues would be covered at the Away Day on 14 April.

Provost

RESOLVED:

- i. To receive the report and minutes.*

15. Risk Report

15.1 Due to the absence of GFD, this item was not discussed.

16. Members to meet in the absence of management for policy and strategy discussion and learner reflection

16.1 Due to timing issues, this item was not discussed.

Dates of Forthcoming Meetings 2016

The dates of future meetings were confirmed as:

Thu	14 April 2016 – Away Day	1300-1800
Thu	12 May 2016 – Ordinary Corporation Meeting	1600-1830
Thu	9 June 2016 – Ordinary Corporation Meeting	1600-1830

There being no further business the Chair thanked everyone for their attendance and the meeting closed at 1840.