

Draft minutes prepared from contemporaneous notes
approved by the Chair via email on 15 March 2018

Approved by the Corporation: C. Orange
Signed by the Chair

29/3/2018
Date

MINUTES OF THE ORDINARY MEETING OF THE CORPORATION HELD: Thursday 8 February 2018 in the Boardroom, Old Building

Present:

Cath Orange (Chair) Governor
June Durrant Governor
Eve Gregory Governor
Robert Holden Governor (Staff)
Judy Hooton Governor
Debbie Rolls Governor (Staff)
Richard Dunbar Governor
Dave Mann Governor
Ralph Berry Governor
Chris Jones Governor (Exec)

In Attendance:

Richard Thomas Provost
Joanna Green Clerk to the Corporation
Chris Malish Director of Finance & Corp Services
David Harwood Principal
Adele Moss (mins) PA to Clerk

Apologies:

Ann Kendal Governor
Paul Ashton Governor

The quorum was six Governors, a majority to be Independents

1.	<u>Introductions, Apologies for Absence and Disclosures of Interest</u>	
1.1	The Clerk advised that a quorum was present and the Chair opened the meeting.	
1.2	The Chair introduced the new Chief Executive Officer, Chris Jones ("CEO").	
1.3	Apologies were received from Independent Governors, Paul Ashton and Ann Kendal.	
1.4	There were no specific or additional disclosures.	
2.	<u>Minutes of previous meetings</u>	
2.1	The minutes of 19 October 2017, 16 November 2017, 29 November 2017 and 20 January 2018 were agreed, subject to a small amendment to the minutes of 20 January 2018, being the removal of the word "low" on page 3. The Chair was authorised to sign the same.	
3.	<u>Matters Arising</u>	
3.1	The matters arising report was presented and the completed actions (Items 9-17) were noted. The Chair had met with the Clerk to rationalise the list. Some items were not yet due; others were for discussion at the meeting. With regard to the others, Governors noted as follows:	
3.2	<u>Amendments to the Instrument of Government (Item 2)</u> : These have been made and recruitment of a third Staff Governor is in progress.	
3.3	<u>Review of the Risk Register (Item 4)</u> : It was agreed that Governor risk training is needed. Action: Audit Vice Chair Dave Mann to be asked to arrange risk training for the board.	Dave Mann
3.4	<u>Bradford College Education Trust Update on Sponsorship transfer (Item 7)</u> : Samuel Lister is achieving good results. It should transfer to Dixons Academies Trust in June. Action: Independent Governor Eve Gregory will report again at the next Corporation meeting.	Eve Gregory
3.5	<u>Update on Finance Risks/Position (Item 6)</u> : DFCS said the application for EFSA support is expected to go the Funding Committee either this week or next.	

<p>3.6</p> <p>3.7</p> <p>3.8</p>	<p>There was discussion about an article that had appeared in FE Week entitled "Bradford College bailed out twice in a single month". CEO said while it is true that the College is receiving financial support and it did receive two planned pay-outs in December, the headline about being bailed out twice is misleading. He said the next thing the Board should expect to receive is a further Notice to Improve, which is being issued due to the College being rated inadequate by the ESFA for financial control.</p> <p>A Governor expressed concern about the impact of the staggered schedule of publication of notices and reports, all relating to the same events. Governors emphasised the importance of maintaining credibility and confidence internally and externally. In response to a question, DFCS said the Finance Team continues to review the assumptions underpinning the financial plans, to ensure they are reliable.</p> <p><u>Finance Training for Governors (Matters Arising Item 8)</u> The Clerk has booked training for the Audit Chair and the Chair of the Corporation aimed specifically at chairs; separate training will be arranged for other Governors. Action: Finance training will be arranged for the full board as soon as possible.</p>	<p>Clerk</p>
<p>4.</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p> <p>4.6</p>	<p><u>Feedback from Corporation Away Day and Actions</u></p> <p><u>Vision and mission</u></p> <p>The Chair gave an overview of the Away Day, saying a serious discussion was had about the College's mission and values and a stronger focus on the local communities of Bradford was resolved upon. She said input from the National Leader of Governance had helped Governors reflect on who the College's stakeholders are and their needs.</p> <p>CEO said the strong support expressed at the Away Day for positioning Bradford as the key strategic focus will underpin an important refresh of the strategy and review of the College's educational character. He said the Board stated clearly that the College is changing; it was agreed that the mission and vision statements must reflect Governors' desire to see the needs of Bradford's communities met.</p> <p>There was discussion about how the College will maximise its impact for those communities, taking into account their particular needs, as well as what is available from other local operators. Governors reflected on the importance of the College's level 1 and 2 provision, noting that it is both in high demand and unmatched for quality and breadth. There was agreement that if Bradford communities have access to effective level 1 and 2 provision, they will progress on to level 3 courses and beyond; what holds learners back is not some inherent characteristic that they share but a framework of local education services and processes (of which the College is part) that is not currently unleashing their educational potential.</p> <p>While it was agreed that the boardroom should focus more of its energies on level 1 and 2 provision, Governors emphasised that there will be no move away from the delivery of level 3 provision, this being what gets people into work, or Higher Education ("HE"). Governors were adamant that the College should not lose sight of that aspiration for its learners. Furthermore, there was agreement that the College must not lose sight of the need to position itself as a partner of choice for employers, having clear and strong curriculum pathways and being responsive to skills gaps.</p> <p>There was discussion about curriculum pathways and progression routes - and agreement that, while there is a recognised need to rationalise it, the HE provision is strategically important for the local communities, particularly given the recent introduction of higher level apprenticeships.</p> <p>A Governor called upon the Board to commit to ensuring that the current financial situation does not inhibit Governors' aspirations and ambition for the future. The Governor reminded the meeting that trustees should thrust the majority of their thinking into the future and take a long-term view, being careful about what doors they close on the way. This was firmly agreed.</p>	

<p>4.7</p> <p>4.8</p>	<p>The Chair summed up discussion so far, saying Governors' fundamental aim is to provide a service to local stakeholders that is effective at improving the socio-economic prospects of the local communities. She said she has confidence that Governors are embracing their responsibility to set the strategic direction and she hopes that CEO and his team will feel that they have now had an adequate steer, so as to be able to bring back proposals based on the Board's discussions.</p> <p>Action: The Chief Executive Officer will consider Governors' strategic ambitions and policy thinking and translate them into proposals for the Board to consider.</p>	<p>CEO</p>
<p>5.</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p> <p>5.5</p> <p>5.6</p> <p>5.7</p> <p>5.8</p> <p>5.9</p> <p>510</p>	<p><u>Quality and Standards Committee report</u></p> <p>The Chair of the Quality and Standards Committee, June Durrant ("JD"), presented the draft minutes of the meeting, held on 25 January. Governors confirmed that they had read these and it was noted that Judy Hooton had been elected Vice Chair of the committee.</p> <p>A proposed amendment to the Terms of Reference was approved by the Board, being the substitution of the CEO for the Principal in the membership, as outlined in the draft minutes. Action: The Clerk will amend the Quality & Standards Committee Terms of Reference (substitution of CEO for Principal in membership).</p> <p><u>Post Inspection Action Plan Executive Summary</u></p> <p>A document entitled "PIAP Executive Summary" had been circulated for Governors' information and was received.</p> <p>JD said the committee expressed concern about the areas of Art & Design and Business and Computing; it will monitor them closely to ensure that management interventions have the desired impact.</p> <p>Attendance remains a concern for the committee due to targets not being achieved but there have been positive improvements, particularly in English (6% improvement on this time last year) and maths (7% improvement). The committee will ask to receive attendance data broken down by sex and level as well as College site, to see where issues are and whether resources are focused in the right places to continue to drive up overall attendance.</p> <p>JD said the committee was satisfied by the management plan around teaching and learning but drew management's attention to the need for care, when reporting, not to inadvertently obscure facts and give a false impression; she clarified that the issue was around being clear about the story the data is telling, so that the committee does not have to take a forensic approach to understand what it is being told.</p> <p>There was discussion about the effectiveness of different methods that can be used to monitor the quality of teaching, learning and assessment. JD said the committee will be looking at a variety of assurance sources as the year progresses and ensuring it receives a detailed picture. The CEO said he was supportive of this and had met with the Principal following the committee meeting to discuss how reporting might be further enhanced.</p> <p><u>Post 16 Reforms and T Levels</u></p> <p>JD said the committee received a report on post-16 reforms and wished to raise Board awareness about the very heavy emphasis there will be on work experience: up to 350 hours per learner. As T levels are expected to become a mandatory part of the College's provision, with other vocational programmes to be defunded, this is a key risk. JD said the senior team is keeping a close eye on this and will report again in due course.</p> <p>A Governor said Leeds City College is working with Third Sector organisations to create work experience opportunities for learners. The CEO said this was helpful and worth looking into.</p> <p><u>Beginning of Course Student Experience Survey Results</u></p> <p>The Board's attention was drawn to some concerning slippages in the Departments of</p>	<p>Clerk</p>

<p>511</p> <p>512</p> <p>513</p> <p>514</p> <p>515</p>	<p>Academic & Art, Advanced Technology and Business & Computing. JD said the committee discussed them in detail and they will be monitored. The Corporation discussed the need to establish positive expectations from the outset. A Staff Governor commented on the benefits of effective induction and enrolment, saying if reliance can be placed on registers, it empowers staff to give a clear message from the start that non-attendance will be challenged.</p> <p>A further risk was identified around allowing students to pick which group they are in (as reported by a student respondent to the survey). It was noted that such a practice would likely create inefficient staff and room utilisation and impede the provision of additional learning support. JD said management had given the committee an assurance that there will be no self-selecting of classes and timetables next year.</p> <p><u>Apprenticeships Briefing and Update</u></p> <p>The committee had heard that the slow implementation of the levy procurement process is putting further pressure on college cash flows nationally and there is a risk is to employer relations due to the system being slow. There are also risks around the achievement of income targets and around the delivery of success and timeliness of achievements. JD emphasised that these issues are not peculiar to the College; it is not an easy operating environment at the moment.</p> <p>The committee had reviewed a number of proposed subcontracting arrangements and, having consulted with the CEO, was satisfied on the basis of the due diligence data presented to it that the proposed arrangements will meet the College's strategic aims and enhance the quality of the learner offer and that the proposed partners are of "high quality" and "low risk". The due diligence data had been shared with the Corporation in advance of the meeting, together with the committee's recommendation that the proposals should be accepted and approved.</p> <p><u>RESOLVED:</u></p> <p>(i) The evidence presented is capable of supporting an assessment of whether the proposed subcontracting will meet the College's strategic aims (as described in paras 1 and 2 of the Supply Chain Policy) and enhance the quality of the learner offer, as well as whether the proposed partners are "high quality" and "low risk".</p> <p>(ii) On the basis of the evidence presented, the Corporation is satisfied that the proposed subcontracting will meet the College's strategic aims and enhance the quality of the learner offer.</p> <p>(iii) On the basis of the evidence presented, the Corporation is satisfied that the proposed partners are of "high quality" and "low risk".</p> <p>(iv) Management shall be and is authorised to enter into the proposed arrangements.</p> <p>There was discussion about the FE data dashboard and where and when it should be distributed. It was agreed that going forwards, the FE data dashboard will be reviewed at Quality & Standards Committee meetings and a monthly version will be distributed to the Board.</p>	<p>Principal</p>
<p>6.</p> <p>6.1</p> <p>6.2</p> <p>6.3</p>	<p><u>Academic Board Report</u></p> <p>The Provost, being Academic Board chair, spoke to a report on the recent activities of the Academic Board, saying it has approved a Research Ethics Policy, a Learning, Teaching and Assessment Strategy, and a Retention Strategy, all aimed at improving the student academic experience and student outcomes.</p> <p>The Provost referred to the Attendance Policy (approved at a previous Academic Board meeting), saying this was designed to protect students who had valid reasons for lack of engagement and to support them in seeking pastoral help. Governors were pleased to hear that the strategies are having an impact and additional counselling for students is paying off.</p> <p>The Provost said the Academic Board received and reviewed the HE Quality Improvement Plan ("QIP"). This was not produced to the Corporation meeting but the Provost gave a brief</p>	

	overview, explaining that it contains measureable and achievable objectives to enable monitoring of impact and there is a new approach to evidence, which is intended to drive improvement more effectively.	
6.4	The Provost reminded Governors that the quality judgement of the Annual Provider Review from HEFCE (the Higher Education Funding Council for England) was that the College meets requirements with an action plan. He said the Academic Board discussed the arrangements for the HEFCE follow-up visit on 5 March 2018.	
6.5	A Governor asked what progress has been made against the action plan and the Provost said the revised QIP, the action plans put in place at Faculty and School level and the internal progress monitoring and reporting, including by the Academic Board at its January meeting, are all items of progress. He said a further assessment is underway.	
6.6	The Provost drew Governors' attention to the risk section of his paper, where he had identified that failure to satisfy HEFCE at the follow-up visit would result in a higher level of engagement with HEFCE and closer monitoring, up to four visits per year.	
6.7	It was noted that the January meeting of the Academic Board was convened to discuss the Office For Students and the registration process. The Provost said there will be more information on this for Governors at the March Corporation meeting; he explained that there have been delays in releasing information due to the appointment of the new Minister.	
	<u>HE Student Fees</u>	
6.8	The Provost drew attention to the recommendations of the HE Fees Group (at appendix 1 to his report). There was discussion about the rationale behind the proposals, including a pricing difference as between foundation degrees and Higher National Diplomas.	
6.9	Action: The Provost will reflect on the issues raised and report to the Chair of Corporation, who shall be authorised to take a Chair's Action to approve the fees.	Provost, Corporation Chair
	<u>Primary Initial Teacher Education Ofsted Report</u>	
6.10	At Governors' request, a copy of the Ofsted report on the primary Initial Teacher Education provision had been circulated. Governors confirmed they had read it. The Chair commented that the outcome must have been disappointing for everyone involved.	
6.11	In response to a question, the Provost said between stages 1 and 2 of the inspection (June 2017 and November 2017 respectively), an additional Head of School and a Quality Manager were appointed (the Quality Manager being an internal re-deployment). He said these appointments will strengthen leadership and management significantly so that the concerns Ofsted raised about the effectiveness of quality assurance processes and the thoroughness of internal moderation are adequately addressed. He said it is too early to measure impact, as the College cannot carry out the interactions with the schools to embed improved practice until next academic year.	
6.12	The Provost drew attention to the risk that if the College does not improve its Ofsted grading from a 3 to a 2 at the next inspection, the likely result will be the withdrawal of the National College for Teaching & Leadership approval to recruit to Initial Teacher Training courses in Primary Education and possibly an inspection of the provision for Secondary Education.	
6.13	There was discussion about the merits of continuing to offer Initial Teacher Training courses, given the complexity of working across school sites and with multiple partners, as well as the reputational risks involved. There was recognition of the importance of the teacher training provision for the local community but Governor noted that there has been a shift in the landscape of teacher education and local competitors are producing excellent outcomes. Governors expressed strong support for management but urged them to act quickly to achieve the necessary improvements.	
6.14	CEO reassured the Board that the post inspection action plan will secure improvements and	

	agreed that there is no scope for being slow or complacent. He said he will pick up the action plan and marshal the resources needed to support the Provost.	
7.	<u>Finance and General Purposes Committee Report</u>	
7.1	The Chair of the Finance & General Purposes Committee, Cath Orange ("CO"), presented draft minutes of the 25 January meeting. Governors confirmed that they had read them. It was noted that para 9.1 should read "4.3m" rather than "1.3m".	
7.2	CO passed on the Committee's recommendation that there should not be a Governor linked to each of the savings streams in the Strategic Recovery Plan ("the Plan"); rather the progress of the financial aspects of the Plan should be monitored by the Finance & General Purposes Committee, which should report to Corporation.	
	<u>RESOLVED:</u>	
7.3	Governors shall not be attached to each of the savings streams in the Strategic Recovery Plan. Action: the Finance & General Purposes Committee shall be responsible for monitoring the progress of the financial aspects of the Plan and reporting to the Corporation.	F&GP Comm
7.4	The management accounts and accompanying commentary were received. CO said although the Committee had scrutinised them, DFCS had cautioned that Governors should not place too much reliance on them as they are only a snapshot of one month. It was noted that future management accounts and accompanying commentaries will be shared with Governors on a monthly basis going forwards via the Trust Governor online portal. CO reminded the meeting that all Governors are required to review the management accounts and may raise any queries with the Director of Finance and Corporate Services, or refer them to the Finance & General Purposes Committee. She referred again to the need for training for the Board.	
8.	<u>Remuneration Committee Report and Recommendations</u>	
	Deferred to next meeting.	
9.	<u>Feedback from ESFA Case Conference</u>	
9.1	The Chair gave an outline of the case conference, saying it was positive and helpful. Action: The case conference minutes will be shared once they are approved and subsequent minutes will be shared via the Trust Governor governance forum.	Clerk
9.2	The next case conference will be on 28 February and the Further Education Commissioner ("FEC") stock-take visit will be on 5 and 6 March. Action: Governors will attend on 6 March to meet with the FEC team if they can.	Governors
9.3	It was noted that the College's Internal Audit service provider RSM has been asked to explain to the Audit Committee why internal audit reviews gave substantial assurance in the area of budget monitoring and reporting during 2016/17 yet there were clearly significant failings in budget monitoring and reporting during that period. The Clerk said she has received a response, which will be discussed with RSM at the 1 March Audit Committee meeting.	
9.4	CEO said an agreed action point from the case conference was for the FEC to review its recommendation about the College providing an external report on what went wrong in 2016/17. He said if this recommendation is withdrawn, the College will not need to commission an independent investigation but to ensure that issues are recognised and actions are taken to prevent any similar situation arising again, it will need to include relevant background information in the 'context' section of its Strategic Recovery Plan, based on the work DFCS has carried out and the advice he has given.	
9.5	There was discussion about the merits of an independent investigation. There was concern around the table that without an independent audit, Governors may not have fully discharged their fiduciary duties, in particular their duty of due care and attention.	

<p>9.6</p> <p>9.7</p> <p>9.8</p>	<p>CEO emphasised that his chief concern is the extent to which an independent audit may cause disruption for the College when the key focus must be on recovering the financial position. He said many sources of assurance are already available to Governors, including DFCS's findings and those of the FEC as set out in the summary report. He said the bank will likely appoint one of the big six accounting firms to conduct an analysis on its behalf, which will serve as a further source of assurance, while performance against the forecast drawn up by DFCS for the rest of the year will be an indicator of how things are progressing.</p> <p>Various options were discussed, including narrowing the scope of the audit to address how the College might enhance its controls; or relying on the internal assurances for now and commissioning an audit of the financial controls further down the line. CEO said the College is committed to reviewing the last two years' accounts but that will not happen until the substantive recovery work is done. It was agreed that the Chair and CEO would discuss the matter further outside the meeting and bring a proposal to the Audit Committee, including a proposed investigation scope if appropriate.</p> <p>RESOLVED:</p> <p>Action: Outside the meeting, the Chair and Chief Executive Officer will discuss the merits of an independent audit investigation further, taking account of the concerns expressed by Governors. They will bring a proposal to the Board, including a proposed investigation scope if appropriate.</p>	<p>Corporation Chair and CEO</p>
<p><i>L 1800 Judy Hooton left the meeting.</i></p>		
<p>10.</p> <p>101</p> <p>102</p> <p>103</p> <p>104</p> <p>105</p> <p>106</p>	<p><u>Search Committee report</u></p> <p>The Clerk gave an overview of the business conducted at the Search Committee meeting, drawing attention to the revised Statement of Corporate Governance and Internal Control ("the Statement"). She said other colleges have stuck to the Association of Colleges' template wording despite facing similar financial and quality issues but Governors must be mindful of the risk of overstating the position. It was noted that any changes to the Statement must be reviewed by the external auditors. DFCS drew attention to the fact that the longer the delay in signing off the accounts, the longer the reporting period will be.</p> <p>Action: The Clerk will discuss the draft Statement of Corporate Governance with DFCS and CEO, following which approval shall be delegated to the Corporation Chair.</p> <p>The Clerk referred to the Honorary Fellows Nomination Process and Calendar, and the Selection Criteria. She said the Search Committee asks the Corporation to ratify these; due to a slippage in the timetable it was necessary to put the advertisement out. On the strength of Governors' comments regarding the 2016/17 Honorary Fellows, it was assumed that the Board would seek the same qualities this year.</p> <p>RESOLVED:</p> <p>(i) To ratify the approvals of the Honorary Fellows Nomination Process and Calendar, and the Selection Criteria.</p> <p>The Search Committee had recommended that the Academic Board should be responsible for searching for and shortlisting Honorary Fellow nominees and having oversight of the graduation ceremonies in future. This was agreed.</p> <p>RESOLVED:</p> <p>(i) Responsibility for searching for and shortlisting nominees for Honorary Fellowships of the College and for having oversight of the graduation ceremonies shall be and is delegated to the Academic Board with immediate effect.</p> <p>(ii) Academic Board shall present a shortlist to the Corporation for approval each year, with recommended eligibility/qualification criteria for the following year.</p>	<p>Clerk, DFCS, CEO</p>

107	(iii) The Provost shall inform the Academic Board of the above decisions.	Provost
108	The following policies were approved as presented: <ul style="list-style-type: none"> • Policy on Publication of Minutes, Agendas and Papers • Policy on Public Access to Corporation Meetings • Policy on Governor Removals (other than for statutory reasons). 	
109	The Clerk drew attention to the following risks: <p>(i) The vacancy in the second Student Governor post (in terms of the student voice). Action: The Clerk will continue to press the Student Union to put forward a nominee for the vacant Student Governor post.</p> <p>(ii) A vacancy on the board of directors of Inprint & Design Ltd, the printing company the College owns jointly with the University of Bradford. Action: Any Governor interested in volunteering as a director of subsidiary company Inprint & Design should contact the Clerk.</p> <p>(iii) An emerging risk around diversity on the Corporation in terms of ethnicity. Action: The Search Committee will include wording in any advertisements it puts out, inviting applications from individuals from Black, Asian and minority ethnic communities, which groups are under-represented on the existing Board.</p> <p>(iv) It was noted that the Search Committee had discussed the risk of not achieving timely compliance with the General Data Protection Regulations ("GDPR"), to be implemented in May. It was agreed that the risk of GDPR non-compliance is concerning. Action: Careful monitoring shall be implemented.</p>	Clerk Governors Search Committee Audit Committee
11.	<u>Audit Committee Minutes</u>	
111	The Clerk will circulate the Audit Committee minutes in due course.	Clerk
12.	<u>Health & Safety Annual Report and review of Risk Tolerance</u>	
121	This was received. Governors agreed that they were satisfied with the assurances given in respect of Health & Safety and had no questions for management.	
13.	<u>Safeguarding Lead Report and policy discussion around board assurance in this area.</u>	
131	The Chair highlighted that she is now the Safeguarding Lead Governor by virtue of being the Corporation Chair. She said this report was included on the Agenda at her request. Governors welcomed this move and there was discussion about the content of future reports. Action: A safeguarding report shall be included on every Corporation meeting agenda.	Safeguarding Lead Governor
132	A Governor referred to the Student Base and asked if it will be relocated to its original site. The Governor recalled that the Student Governor had raised the need for satellite provision at other College sites and a concern about a lack of private space for confidential conversations. DSO said he is keeping a watching brief on the Student Base which, following consultation, will remain where it is for the remainder of the academic year. He said a private room has been secured for confidential conversations and an initiative called "Time to Talk" is being introduced at Trinity Green and other sites.	
133	A Governor commented on the number of students engaging with the Student Base, saying the Corporation had previously raised concerns about the low numbers being reported; there has been an increase and this is reassuring. CEO said he will monitor the situation to ensure the facility is appropriately resourced. The Clerk observed that while the issues regarding the Student Base are largely operational, the Corporation might view the services provided to students by the Student Base as part of the institution's educational character.	
14.	<u>Governor Attendance</u>	
141	The report was received. The Chair thanked everyone, commenting that it has been a busy and challenging time.	

<p>15.</p> <p>151</p> <p>152</p>	<p><u>Approval of application to change bank account arrangements</u></p> <p>DFCS informed the Board that historically the College banked with Barclays. He said some people are still paying into this account and, due to senior staff changes, there is a need to change the signatories to transfer the money into the main bank account; there is around £70k to transfer. A copy of the application form had been circulated.</p> <p>The contents of the application form were approved and approval was given for the proposed signatory changes set out therein.</p>	
<p>16.</p> <p>161</p> <p>162</p> <p>163</p> <p>164</p> <p>165</p>	<p><u>Any Other Business</u></p> <p>Group structure: It was noted that the Apprenticeship Training Agency the College had set up with its local authority partner had always been intended as a fixed term project. As the Government funding is no longer available, it was agreed that it is appropriate to wind up the company. It was noted that this technically reverses the historical decision of the Corporation to operate a limited company for the purposes of the project.</p> <p><u>RESOLVED:</u></p> <p>That the Bradford District Apprenticeship Training Agency (company number 08424557) may be wound up at the Executive's discretion.</p> <p>The Clerk said the Executive considers that the work currently carried out by College trading subsidiary, Beacon Recruitment And Placement Services Limited ("Beacon"), could be done just as effectively by Training For Bradford Limited, another trading subsidiary. She said merging the two would reduce costs; currently both must produce accounts, do company filings and hold board and members meetings, etc. She said a merger will likely entail a transfer of the assets and liabilities of Beacon to CTS, whereupon Beacon would be wound up. Again, it was noted that approving the merger will technically reverse the historical decision of the Corporation to operate two separate companies.</p> <p><u>RESOLVED:</u></p> <p>That a merger of Beacon Recruitment And Placement Services Limited (company number 07014121) and Training for Bradford Limited (company number 01964653) may be pursued at the Executive's discretion.</p> <p>It was noted that a dinner will be held to mark the departure of those individuals who recently left the Corporation, to celebrate their contributions over the years and make awards of long service medals. It will take place on 29 March 2018, following the Corporation meeting.</p>	
<p>17.</p>	<p><u>Dates of Next Meetings</u></p> <p>29th March, 19th May, 24th May, 19th July</p>	
<p>18.</p> <p>181</p> <p>182</p> <p>183</p>	<p><u>Evaluation of Meeting</u></p> <p>The Chair said it was positive that everyone had contributed. She said she would welcome any feedback on her chairing; she will try to get a less busy agenda going forward.</p> <p>The Chair noted that, going forward, the Board would like to become paperless.</p> <p>The Clerk said the last few months have been challenging, but it feels as though things are starting to catch up and papers should come out more quickly going forwards.</p>	

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