



Approved by the Corporation: .....  
Signed by the Chair .....  
Date .....

## Bradford College

### MINUTES OF THE MEETING OF THE CORPORATION HELD: Thursday 9 June 2016

#### Present:

<b>Richard Wightman (Chair)</b>	Governor
<b>Terry Davis</b>	Governor
<b>Robert Holden</b>	Governor (Staff)
<b>Nasreen Karim</b>	Governor
<b>Dave Mann</b>	Governor
<b>Cath Orange</b>	Governor
<b>Karl Oxford</b>	Governor
<b>Debbie Rolls</b>	Governor (Staff)
<b>Ramindar Singh</b>	Governor
<b>Cllr Dale Smith</b>	Governor
<b>Andy Welsh</b>	Governor (Group Chief Executive Officer) ("GCEO")

The quorum was six Governors

#### In Attendance:

<b>Greg Clark</b>	Observer
<b>Joanna Green</b>	Clerk to the Corporation ("Clerk")
<b>David Harwood</b>	Principal
<b>John Kenyon</b>	Vice Principal
<b>Liz Knowles</b>	Assistant Clerk
<b>Jacqueline Olson</b>	Interim Head of Quality Enhancement (from 1635, item 7 only)
<b>Gareth Osborne</b>	Group Chief Operating Officer ("GCOO")
<b>Richard Thomas</b>	Provost

The meeting was held in the Bradford College Boardroom from 1610 until 1840. It was chaired by Richard Wightman as Chair Elect.

#### 0. Preliminaries

- 0.1 As there were only a few items on the Agenda, it was **AGREED** that a separate meeting in the absence of management to discuss the approach to the meeting was unnecessary.
- 0.1 The Chair reported that, due to increased work commitments, Angela Cawthra had resigned as a member of the Corporation.
- 0.2 The Chair reported that he had taken Chair's Action to approve expenditure of the amount of £450 for legal advice.
- 0.3 The Clerk reported that the Written Resolution in respect of the appointment of trustees to the Bradford College Education Trust board had passed and was available for viewing at the meeting.

## 1. Disclosures and Attendance

### 1.1 Disclosures of Interest

Disclosures of interest were made by Staff Governors Debbie Rolls (including as a UCU representative) and Robert Holden in respect of the proposed Further Education management restructure and the Area Review; and Independent Governors Terry Davis and Dale Smith in respect of the rationalisation of sixth form provision by Bradford Council.

### 1.2 Governor's Attendance

It was **NOTED** that the Register of Governor Attendance had been circulated but was not for discussion.

## 2. Introductions and Apologies

2.1 The Chair welcomed Greg Clark, a member of the QAA appointed scrutiny team. It was **NOTED** that he would be observing the meeting as part of the Taught Degree Awarding Powers ("TDAP") scrutiny process.

2.2 Apologies for absence were received from Paul Ashton and Eve Gregory due to work commitments, Mazn Amhamed and Khan Muzzamil Nawaz due to illness and from (non-Governor) David Hambleton, the Group Finance Director ("GFD") due to personal circumstances. Apologies were also received from Nasreen Karim, who would be leaving the meeting early due to work commitments.

2.3 The Clerk reported that, as Khan Muzzamil Nawaz had not petitioned the Chair for a waiver of the mechanism at clause 8.4 of the Instrument of Government which automatically terminates the membership of Governors who miss four or more meetings in any twelve month period, his membership of the Corporation would automatically terminate by his failure to attend this meeting. She said she would inform him that, should he wish to request reinstatement, he must write to the Chair of the Corporation within 2 months of his appointment terminating. It was **NOTED** that Governors have no discretion in this regard.

Clerk

## 3. Minutes of the meeting of 12 May 2016

3.1 The minutes of the meeting of 12 May 2016 were **AGREED** as a true and correct record and the Chair was duly authorised to sign them.

### **RESOLVED:**

- i. That the minutes of 12 May 2016 are a true and correct record and should be signed by the Chair.***

## 4. Matters Arising

4.1 **Prevent Duty Training:** The Chair reminded everyone to complete both the WRAP training and the online training and to send evidence of completion to the Clerk.

Governors

4.2 **Implementation of the Principal's proposals with respect to the Further Education ("FE") management structure:** Detailed financial costing for the restructure had been requested by the Corporation. After **AGREEING** that Staff Governor Debbie Rolls should remain in the meeting and participate in the discussion notwithstanding that she is a staff representative for individuals whose terms and conditions may be impacted by the proposals, Governors

- reviewed the financial costing information and thanked the Principal for presenting it. It was **AGREED** that an update on the implementation of the proposals would be brought to the Corporation by the end of July 2016.
- 4.3 **Report Template:** It was **NOTED** that a new template report has been designed and is being tested prior to full implementation. Principal/ Agenda 07.07.16
- 4.4 **Review of Risk Tolerance and Principles:** It was **AGREED** that a date will be fixed to discuss the Risk Management Policy after management has completed its work in this area with the Auditors. Clerk
- 4.4 **Data Dashboard:** It was **AGREED** that an Equality and Diversity impact report on the take-up of Advanced Learning loans versus self-funding will be considered at the meeting of 7 July 2016. Principal
- 4.6 **Complaints Policy:** The Clerk recommended that the Freedom of Speech policy and the Whistleblowing policy review should take precedence over the drafting of the Public Complaints Policy and this was **NOTED**. Clerk

**RESOLVED:**

- i. To receive the financial costing information**
- ii. To receive the Matters Arising report**

1635 *Jacqueline Olson joined the meeting*

1635 *Timed business, Jacqueline Olson, Interim Head of Quality Enhancement*

**7. Monitoring of Progress Against FE Quality Improvement Plan**

- 7.1 The Principal introduced Jacqueline Olson, Interim Head of Quality Enhancement (“IHQE”). IHQE presented an update on the FE Quality Improvement Plan (“QIP”) 2015/16, which recorded progress up to 25 May 2016. She asked that Corporation note the contents of the QIP in relation to the judgements made in the College’s Self Assessment Report (“SAR”) 2014-15 and the progress made against the subsequent targets set for 2015-16.
- 7.2 A Governor observed that attendance is not where it should be and asked how improvements will be achieved. IHQE agreed that attendance remains of concern; in particular its monitoring and recording. She said the Task and Finish Group established to address the risks around maths and English is having some impact; in particular it is tackling issues around the absence recording and reporting mechanisms. Governors emphasised the need to push the message from day one that attendance is a key employability skill along with punctuality. It was **NOTED** that a new attendance and punctuality policy is being introduced to ensure that all staff adopt the same approach.
- 7.3 A Governor asked whether part of the attendance issue might be students being coded on the wrong course, or on the right course but not in English and maths and/or not receiving the right support; have there been appropriate interventions with individual students? IHQE said management can identify definitively whether or not students are in lessons; in terms of the data, coding may be partly to blame: some students may still be attached to two codes.
- 7.4 John Kenyon, Interim Vice Principal, (“VP”) said the way the College enrolls and codes students has been revamped. There is a skills check at enrolment and students’ timetables are issued at the same time. He observed that 3,700 students have taken GCSE maths and English during the past week, with 81%

attendance for maths and 85% for English. He said next year, the College performance data will be more secure and accurate.

- 7.5 A Governor referred to the capture of destinations for early leavers, identified as an Action point at 4.5.3 of the QIP. The Governor asked why the RAG status is red when it was previously amber: what is behind the slippage and what is being done to follow up on early leavers? VP said many learners who left courses early at the start of the year could, with intervention, have been supported to continue. As previously identified, this has been addressed for next year with improved enrolment processes being introduced. Student ambassadors will contact this year's early leavers to see whether they might come back and resume their studies or, if they are in employment, might be eligible to undertake an apprenticeship.

1650 Richard Thomas left the meeting

- 7.6 Governors **AGREED** that they were satisfied that the QIP action points are being implemented in a timely manner. The Chair thanked IHQE for her presentation.
- 7.9 The Chair advised that the Clerk wishes to identify specific Governors who are willing to make themselves available in the event of an Ofsted inspection, as it will likely be helpful to have a go to list. Governors were asked to volunteer.

Governors

**RESOLVED:**

- i. To formally note the risks around attendance and the concerns about data integrity; and the interventions taking place to address those.*
- ii. That the Corporation is satisfied that the Quality Improvement Plan action points are being implemented in a timely manner.*
- iii. To receive the report.*

**5. Risk Report**

- 5.1 In the absence of David Hambleton, Group Finance Director ("GFD") it was **AGREED** that this item would be deferred until the meeting of 23 June 2016 to be discussed alongside the budget considerations.

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**RESOLVED:**

- i. To defer the Risk Report until the meeting of 23 June 2016*

**6. Data Dashboard**

- 6.1 Governors reviewed the Data Dashboard, **NOTING** that there were no material changes since the previous version. Governors **AGREED** that attendance, which had been discussed in detail earlier in the meeting, is still a key area of concern for the Corporation and they will monitor it closely next year. The Principal reported that management is still on track to complete all the lesson observations of the high risk curriculum areas for 2015/16. This was **NOTED**.

**RESOLVED:**

- i. That attendance remains a key area of concern for the Corporation and monitoring of it will continue, including via reports from the maths and English Task and Finish Group.*
- ii. To receive the report.*

1700 *Nasreen Karim left the meeting*

**8. Group Chief Executive’s Report**

8.1 Group Chief Executive Officer, Andy Welsh (“GCEO”) presented his report, its main areas of focus being the Local Area Review and the West Yorkshire Consortium of Colleges Joint Venture (WYCC JV) and collaboration opportunities generally. It was **NOTED** that the Corporation was being asked to (i) note the position regarding the Local Area Review and consider its response; and (ii) sanction the final go ahead for the WYCC JV.

**8.2 West Yorkshire Area Review:**

8.2.1 GCEO advised that the Steering Group’s draft report (“the report”) has not yet been published; a copy will be sent to governors of all involved colleges ahead of a final Steering Group meeting on 17 June. A briefing for all college governors will take place immediately following the Steering Group meeting; all are invited to attend. GCEO said Bradford College Governors may be underwhelmed by the report’s conclusions and may feel that the process has not been productive.

Governors  
- if they  
wish to  
attend

1710 *Richard Thomas rejoined the meeting*

8.2.2 Governors considered the College’s latest submission to the Steering Group (attached as an Appendix to GCEO’s report) and endorsed its content. They discussed likely outcomes of the Area Review and expressed disappointment that the process will not, it seems, deliver significant change.

8.2.3 GCEO advised that the Steering Group is expected to recommend a merger of Craven, Shipley and Keighley colleges. He has identified to the Steering Group that this will present a risk to Bradford College - as well as to the University of Bradford if the merged colleges wish to bring in Higher Education provision. This was **NOTED**.

8.2.4 Governors discussed how they might respond to the report, **NOTING** that, as sovereign institutions, individual corporations are not bound by Area Review Steering Group recommendations. Governors **AGREED** to revisit the issue once the report is published.

Clerk

8.2.5 It was **NOTED** with regret that the report will not address wider arrangements for post-16 provision across the District.

8.3



GCEO

- 8.4 GCEO then updated Governors on proposals to enter into a Memorandum of Understanding with locally-based charity, Kala Sangam Academy of South Asian Performing Arts. Governors **ENDORSED** the proposal, **NOTING** that the two organisations intend to collaborate on a variety of joint ventures in furtherance of their shared objective of advancing education for the public benefit.

**RESOLVED**

- i. 
- ii. ***To endorse the proposal to collaborate with Kala Sangam Academy of South Asian Performing Arts.***
- iii. ***To receive the report.***

**9. Driving Growth**

- 9.1 Gareth Osborne, Group Chief Operating Officer (“GCOO”) spoke to his paper and presentation, outlining the agenda for delivering profitable growth in income; the key issues that are currently impinging growth; and proposed solutions to resolving these inhibitors of growth.
- 9.2 The Chair referred to discussions at the 14 April Away Day and said Governors have previously **AGREED** that the College must pursue a strategy aimed at substantial growth. He reminded the meeting that it is Governors’ duty to consider whether investment is affordable; whether the level of risk contemplated is within the risk profile of the institution; and the potential impact on the College’s educational character and mission. Governors **NOTED** that the cost of the proposed investment will be looked at as part of the annual budget session on 23 June.
- 9.3 Governors **NOTED** that what is proposed will amount to a material change in terms of the operational strategy. As the College becomes increasingly more demand-driven, there will be a knock-on effect on the internal culture and the student experience; as well as how the College and its products and services are perceived externally. Governors **AGREED** that such changes are necessary if their vision for the College is to be realised. They congratulated GCOO on his presentation and one Governor remarked that the discussions the presentation had prompted were precisely the sort Governors ought to be having at Corporation meetings; he reminded the meeting that the shared vision for the College takes place here first between Governors and the Executive.
- 9.10 Governors **AGREED** that the Corporation would **NOTE** the Executive’s proposals in respect of the mechanics of employer engagement and student recruitment, on the understanding that the anticipated impact of implementation of the proposals will be in line with the Corporation’s aspirations for the

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<sup>1</sup> 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.

business in terms of culture and reputation. It was further **AGREED** that the proposed direction of travel should be **APPROVED**.

**RESOLVED**

- i. To note the Executive's proposals in respect of the mechanics of employer engagement and student recruitment on the understanding that the anticipated impact of implementation of the proposals will be in line with the Corporation's aspirations for the business in terms of culture and reputation.*
- ii. To approve the proposed direction of travel on the same basis.*
- iii. To receive the report and congratulate Gareth Osborne on an excellent presentation.*

1820 Karl Oxford left the meeting

**10. Capital Development Strategy: Process and Timescale**

- 10.1 The Executive requested that this item be deferred until 7 July to allow more time to prepare the report and this was **AGREED**.

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**RESOLVED**

- i. To defer this item to 7 July meeting.*

1825 Karl Oxford rejoined the meeting

**11. Corporate Plan Development**

- 11.1 In the absence of GFD, GCEO presented the Overview of the Standalone 10-year Financial Forecast, drawing attention to the Strategic Financial Targets on the final page of the report and saying the aim is to get to target T3, leveraging the College's business capabilities and other factors such

[REDACTED]

- 11.2 GCEO said the paper was for information at this stage and full detail would be included in the Corporation Plan for discussion on 23 June. Governors were asked to note the progress made on the 10 year base line.

**RESOLVED**

- i. To receive the report.*

**12. Minutes of Health, Safety and Welfare Committee meeting 16 March 2016**

- 12.1 GCEO presented the minutes of the Health, Safety and Welfare Committee meeting of 16 March, saying although there is still more work to be done, Governors may be encouraged by the work done around incident reporting by the Health and Safety Manager.

- 12.2 In terms of staff sickness reporting, GCEO said performance data would be added to the Data Dashboard and kept up to date going forward.

Principal

- 12.3 It was **AGREED** to receive the minutes.

**RESOLVED**

- i. To receive the minutes.*

<sup>2</sup> 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.

**13. Appoint a Governor to Chair the Faith and Belief Group**

13.1 In response to a request for Governors to serve on the Faith and Belief Group it was **AGREED** that Paul Ashton and Dale Smith should be put forward as potential members.

**RESOLVED**

- i. That Paul Ashton and Dale Smith will be put forward as potential members of the Faith and Belief Group.* Clerk

**14. Membership of External Affairs Committee**

14.1 The Clerk referred to the External Affairs Committee and reported that Nasreen Karim had expressed an interest in serving on it. It was **AGREED** that she should be appointed to the External Affairs Committee with immediate effect. It was **NOTED** that a date is to be fixed for a meeting of that Committee.

**RESOLVED**

- i. To appoint Nasreen Karim as a member of the External Affairs Committee with immediate effect.* Clerk

**15. Appointment of Vice Chair of Bradford College Education Trust**

15.1 The Clerk reported that the Corporation is required to appoint a Vice Chair of the College's sponsored multi-academy trust, Bradford College Education Trust. She said Eve Gregory, who was previously Vice Chair, is willing to be reappointed and this was **AGREED**.

**RESOLVED:**

- i. To appoint Eve Gregory as Vice Chair of Bradford College Education Trust from 9 June 2016.* Clerk

**16. Dates of Meetings 2016**

The dates of future meetings were confirmed as:

Thu	23 June 2016 - Budget Planning Meeting	1600 – 1830
Thu	7 July 2016 - Ordinary Corporation Meeting	1600 – 1830
Thu	28 July 2016 – Special Corporation Meeting	1600 – 1830

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