

# Bradford College

## MINUTES OF THE CORPORATION MEETING

**HELD: 16.00 hours via Microsoft Teams on Thursday 16 July**

<b>Present</b>	<b>In Attendance</b>
Cath Orange (Chair)	Chris Malish (Deputy CEO)
Neil Ward	Dawn Leak (Vice-Principal Curriculum and Development)
Chris Webb (CEO)	Craig Tupling (Vice Principal Quality & Student Experience)
Lendy Ho	Jo Wright (Turnaround Director)
June Durant	Sarah Cooper (Director of People Services)
Paul Ashton	Sarah McKenzie (Clerk to the Corporation)
Billy Khokar	Alison McEvoy (Assistant Clerk to the Corporation)
Salsabil Elmegri	Elizabeth Kilner (Minute Taker)
Richard Woods	
Ann Kendal	
Paul Birtles	
Andrew Naylor	

*The quorum was six governors.*

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

<b>Item</b>		<b>Action</b>
<b>Housekeeping</b>		
<b>1.</b>	<b>Chair's Welcome and Introductions</b>	
1.1	The Chair welcomed everyone to the meeting.	
1.2	The Chair noted the importance of the Strategic Plan 2020-24 for the College.	
<b>2.</b>	<b>Apologies for Absence, Disclosures of Interest, Chair's action and Written resolution(s)</b>	
2.1	There were no apologies for absence.	
2.2	There were no Disclosures of Interest.	
2.3	There were no Chair's actions or written resolutions.	
<b>3.</b>	<b>Minutes of the meetings held on 21 May 2020 and 15 June 2020</b>	

<p>3.1</p> <p>3.2</p>	<p><b>RESOLVED:</b> The Minutes of 21 May 2020 were approved as an accurate record and can be signed by the Chair.</p> <p><b>RESOLVED:</b> The Minutes of 15 June 2020 including the confidential minutes were approved as an accurate record and can be signed by the Chair, subject to the amendment below.</p> <p><u>Minute 4.9</u> In relation to savings to find, replace ‘£30k’ with ‘£300k’.</p>	
<p>4.</p> <p>4.1</p>	<p><b>Matters Arising</b></p> <p>The Matters arising report was reviewed. All items are ‘Green’ and governors confirmed that responses are satisfactory.</p>	
<p>5.</p> <p>5.1</p>	<p><b>Chief Executive Officer’s Report</b></p> <p>The CEO updated the meeting on the key items on the agenda.</p> <ul style="list-style-type: none"> <li>• <b>Most Important</b> - Item 7 - Strategic Plan 2020-24. The plan will drive the direction of the college and be updated at the Strategic Review sessions with governors.</li> <li>• <b>Pressing:</b> <ul style="list-style-type: none"> <li>• Item 9 - 3 Year Financial Plan &amp; 20/21 Proposed Budget</li> <li>• Item 9 - Restructuring Update</li> <li>• Item 6 - College Re-opening</li> </ul> </li> </ul>	
<p>6.</p> <p>6.1</p> <p>6.2</p>	<p><b>College Re-opening</b></p> <p>The VPDG updated the meeting on plans for re opening of the College in September 2020.</p> <p>Work is progressing on plans for reopening.</p> <ul style="list-style-type: none"> <li>• <b>Phase 1 plan</b> – Delayed Starts. In Phase one of re-opening the college focused on those students who had been adversely impacted from progressing due to delayed assessments.</li> <li>• <b>Phase 1.5 plan</b> – Enrolment and Induction The enrolment period for all cohorts has been planned virtually (29th June – 18th September). Students who do not have the IT capabilities will be able to enrol via a helpdesk.</li> <li>• <b>Phase 2 plan</b> is still being developed in consultation with Health and Safety committee and Union representatives. We are currently in a guideline position of having classrooms with no more than 50% occupancy of which all students</li> </ul>	

<p>6.3</p> <p>6.4</p>	<p>must sit a minimum of 1 metre apart and be able to transit safely around the building.</p> <ul style="list-style-type: none"> <li>• <b>Phase 2a</b> - Half term 1 (7th September – 23rd October) HE will start as normal with a mixture of reduced face to face numbers and online learning.</li> <li>• <b>Phase 2b</b> - Half Term 2 (2nd November – 18th December) Phased return into college for all new students starting in September.</li> <li>• <b>Phase 2c</b> - January 4th Onwards -Deliver the “New Normal” plans.</li> <li>• We await further guidance from Awarding Organisations over which other subject resits will be offered during the Autumn Term</li> </ul> <p><b>ACTION:</b> Final plans to be presented to governors for approval at and Extraordinary General Meeting to be arranged for 3 September 2020.</p> <p><b>Q. Will the governors meet on 3 September 2020 to approve the plans for the full reopening of College on the 21 September 2020.</b></p> <p>A. Yes. These timescales will allow time for any changes required to plans.</p>	<p><b>VPDG / Clerk</b></p>
<p><b>Strategic Plan</b></p>		
<p>7.</p> <p>7.1</p> <p>7.2</p>	<p><b>Strategic Plan 2020-24:</b></p> <p>The CEO summarised the 5 Strategic Objectives.</p> <p>a) <u>Objective 1 - To deliver a curriculum that meets the needs of students, employers and our community.</u></p> <p>There has been detailed scrutiny by the Quality and Standards Committee on 8 July and comments from governors in relation to progression have been taken into account.</p> <p>It was noted that this is a community-based plan.</p> <p>The Quality and Standards Committee recommend Objective 1 to the Corporation for approval.</p> <p><b>Q. What mechanisms exist to ensure that the plan remains relevant?</b></p> <p>A. The College works with employers, the Local Authority and the Community at all levels. The College works in</p>	

7.3	<p>partnership with other organisations.</p> <p>The CEO noted that governors are welcome to join the Executive in Business Planning meetings and Performance Review meetings.</p> <p>b) <u>Objective 2 - To deliver an outstanding student experience.</u></p> <p>There has been detailed scrutiny of Objective 2 by the Quality and Standards Committee on 8 July. It was noted that the targets are very aspirational but the Committee agreed that this level of aspiration is required in the College.</p> <p>It was noted that the communications plans need to mitigate against targets not being met with positioning that positive progress is being made.</p> <p>The Quality and Standards Committee recommend Objective 2 to the Corporation for approval.</p> <p><b>Q. The TEF Gold for HE should be reviewed regularly to ensure that this is the correct objective for the College.</b></p> <p>A. There will be opportunities to review objectives each year and TEF changes can be taken into account.</p> <p><b>Q. Do staff buy into the aspirational targets?</b></p> <p>A. Yes, most of staff do as staff want the best for students.</p> <p><i>J- Ann Kendal</i></p>	
7.4	<p>c) <u>Objective 3 - To be an employer of choice.</u></p> <p>The DPS updated the meetings and summarised the priority areas of improvement below.</p> <ul style="list-style-type: none"> <li>• Improve industrial relations</li> <li>• Improve organisational effectiveness</li> <li>• Improve employee engagement and employee voice</li> <li>• Reduce sickness and absence from work</li> </ul> <p>There has been detailed scrutiny of Objective 3 by the Finance and General Purposes Committee on 9 July.</p> <p>The Finance and General Purposes Committee recommend Objective 3 to the Corporation for approval.</p> <p>It was noted that cultural changes may take longer to achieve than anticipated at the outset.</p>	

	<p><b>Q. What will be the impact of the second restructure?</b></p> <p>A. There will always be impacts on moral when restructures take place and we need to ensure that the process is done professionally providing staff with support. It will be necessary to engage with staff after the restructure to ensure there is a focus on the curriculum and students.</p> <p><b>Q. There is a large gap in culture between the aspirations of the executive and the current staff position. Staff are exhausted and tired with change. It has to be accepted that the change in culture may not happen quickly.</b></p> <p>A. There is institutional fatigue but change is important. It will be a challenge to narrow the gap.</p> <p><b>Q. It is important that staff should feel that the plan is about them and not being done to them?</b></p> <p>A. Agreed. The Business planning process is very 'Bottom Up'. Heads of Departments and managers do go out and listen to all staff views.</p> <p>It was noted that when the situation allows, governors should go out and hear the views of staff.</p> <p><i>J- Lendy Ho</i></p>	
7.5	<p>d) <u>Objective 4 - To maintain a sustainable college.</u></p> <p>The DCEO updated the meeting.</p> <ul style="list-style-type: none"> <li>• The objectives are the same as the RF plan but with some delays due to Covid-19.</li> <li>• The plans include a stable IT platform and estates that are fit for purpose.</li> <li>• There is a focus on 14-16 delivery, Apprenticeships and the Digital and Media Centre plans.</li> <li>• Objective 4 provides a platform for objectives 1, 2 and 3.</li> </ul> <p>There has been detailed scrutiny of Objective 4 by the Finance and General Purposes Committee on 9 July.</p> <p>The Finance and General Purposes Committee recommend Objective 4 to the Corporation for approval.</p>	
7.6	<p>e) <u>Objective 5 - To grow the college's reputation and influence.</u></p> <p>The VPDG summarised the objective and key deliverables.</p> <ul style="list-style-type: none"> <li>• Increase stakeholder engagement</li> </ul>	

7.7	<ul style="list-style-type: none"> <li>• Protect the college reputation</li> <li>• Deliver outstanding events and celebrate the colleges successes</li> </ul> <p><b>Q. How do we measure and manage press coverage of the College?</b></p> <p>A. We have statistics for positive and negative press coverage and an Internal and External communications strategy.</p> <p>It was noted that the governors do have a role to play as ambassadors for the College in all their networks.</p> <p><b>RESOLVED</b> That the Strategic Plan 2020-24 and the five Objectives are approved.</p>	
<b>Risk Management</b>		
8.  8.1	<p><b>Strategic risks</b></p> <p>The DCEO updated the meeting.</p> <ul style="list-style-type: none"> <li>• It was noted that the Corporation owns the Risk Register and members should ensure that it reflects an accurate view of where the College is, consistent with all other information.</li> <li>• There will be Risk training provided to governors at the meeting on 3 September 2020.</li> <li>• There have not been any significant changes to the Risk Register. Finance is still RED. Uncertainty relating to pension volatility was noted due to current economic circumstances.</li> <li>• There may be opportunities to review the risk appetite of the College in the future, as the College becomes more secure.</li> </ul>	
<b>Effective Management</b>		
9.  9.1  9.2	<p><b>Finance &amp; General Purposes Committee - meeting on 9 July 2020</b></p> <p>The Chair of the Finance &amp; General Purposes Committee summarised key discussions.</p> <p>(a) <u>3 Year Financial Plan</u></p> <p>The DCEO summarised the Financial Plan;</p> <ul style="list-style-type: none"> <li>• The 2021/21 budget will be below the original plan and the financial rating will be 'Requires Improvement' rather the 'Good'.</li> </ul>	

<p>9.3</p> <p>9.4</p> <p>9.5</p> <p>9.6</p> <p>9.7</p>	<ul style="list-style-type: none"> <li>• The Capital spend has been increased to £1.75m which includes spend on IT and estates.</li> <li>• The plan includes a staff cost increase of 1% for an inflationary pay rise.</li> <li>• The key risk in the plan is apprenticeship income and meeting the bank covenants.</li> </ul> <p>The DCEO noted that any capital funding received from the government will be additional to the £1.75m in the Capital Plan. The additional funding will enable an acceleration of plans.</p> <p>The Finance and General Purposes Committee recommend the 2020-21 Budget, 3 Year Financial Plan and Capital Budget to the Corporation for approval.</p> <p><b>RESOLVED:</b> That the 2020-21 Budget, 3 Year Financial Plan and Capital Budget be approved.</p> <p>(b) <u>Reorganisation update</u></p> <p>The DPS updated on the progress of the reorganisation.</p> <ul style="list-style-type: none"> <li>• The communication of the reorganisation was not well received initially.</li> <li>• Constructive meetings are now being held and we are hoping to minimise the number of involuntary redundancies</li> <li>• The restructure was required to ensure that resources in the College match requirements. An imbalance had occurred as a result of the head count freeze.</li> </ul> <p>The DPS was thanked for all her work on the reorganisation.</p> <p>(c) <u>HR Internal Audit Recommendation update</u></p> <p>There was a detailed update on progress on HR Internal Audit Recommendations at the Finance and General Purposes meeting:</p> <ul style="list-style-type: none"> <li>• Recommendations relating to the single central record and safer recruitment had been implemented.</li> <li>• Work was needed to review policies and develop the ITrent system.</li> <li>• Appraisal completion is now reported by Heads of Department in their Quarterly Reviews</li> </ul> <p>More work is needed before the area is to be re-audited.</p>	
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<p>9.8</p> <p>9.9</p> <p>9.10</p> <p>9.11</p> <p>9.12</p>	<p>(d) <u>Sub contacting 2020-21</u></p> <p>The Finance and General Purposes Committee recommend the 2020-21 Sub contacting Provision to the Corporation for approval.</p> <p><b>RESOLVED:</b> That the 2020-21 Subcontracting provision be approved.</p> <p>(e) <u>CTS Financial Support</u></p> <p>The Committee approved the request for additional funding to support CTS of £850k. This covers the period up to 30 November 2020 when the company will cease trading.</p> <p>(f) <u>FE Fees Policy and HE Fees Policy</u></p> <p><b>RESOLVED:</b> That the FE Fees Policy and HE Fees Policy be approved.</p> <p>(g) <u>Changes to Financial Regulations</u></p> <p><b>RESOLVED:</b> That the Changes to Financial Regulations be approved.</p> <p>The Turnaround Director noted that there was a robust and thorough process for financial planning which demonstrates the greater agility of the College. There had been hard decisions made but the College is now in a good position. The process had been very impressive.</p> <p>The Chair thanked the DCEO, DPS and Turnaround Director for all their work.</p>	
<p><b>10.</b></p> <p>10.1</p> <p>10.2</p>	<p><b>Quality &amp; Standards Committee - meeting on 8 July 2020</b></p> <p>The Chair of the Quality and Standards Committee summarised key discussion.</p> <p>(a) <u>Student Destinations</u></p> <ul style="list-style-type: none"> <li>• The overall positive sustained destination rates are 79.4% and 56.29% for young people and adults respectively.</li> <li>• The 16-18 rates are +3% when compared to the DfE local data for all schools and college but is 2% below the national rate.</li> </ul>	

<p>10.3</p>	<ul style="list-style-type: none"> <li>• There will be impacts of Covid-19 on 2019/20 and 2020/21 Student Destinations.</li> </ul> <p>(b) <u>QIP Review</u></p> <p>Quality Improvement Plans and RAG ratings for FE and HE were reviewed. Attendance remains an issue based on data to March 2020. There will be a move away from presenteeism.</p>	
<p>10.4</p>	<p>(c) <u>Data Dashboard</u></p> <p>The Data Dashboard was summarised. It is difficult to draw conclusions due to the impacts of Covid-19 but the information was noted.</p> <p>It was noted that the DfE will not publish any data for 2019/20 at college level. Awarding organisations will do moderation and we do expect depression in results.</p>	
<p>10.5</p>	<p>(d) <u>English and Maths</u></p> <p>The improving picture in English and Maths was noted. The new Head of English and Maths is now in role and there has been a reduction in staff long term absence.</p> <p>Outcomes need to be confirmed.</p>	
<p>10.6</p>	<p>(e) <u>Teaching, Learning and Assessment</u></p> <p>The key actions and activities relating to the drive to improve Teaching, Learning and Assessment (TLA) and the measures taken during the lockdown period include;</p> <ul style="list-style-type: none"> <li>• Supporting &amp; Developing Online Teaching Learning &amp; Assessment</li> <li>• Development of Communities of Practice</li> <li>• Observation Profile</li> <li>• Review of the Observation Process</li> <li>• Summary of key activities to drive improvement in 20-21</li> </ul> <p>It was noted that there are too many staff on support plans. There needs to be a focus on effective management and support of staff.</p>	

10.7	<p>(f) <u>OfS Assurance</u></p> <p>Assurance was provided that the College has at least met what other Colleges have put in place to ensure that students are not disadvantaged.</p>	
10.8	<p>(g) <u>Key Risks</u></p> <p>Key risks noted included;</p> <ul style="list-style-type: none"> <li>- Impacts of delayed assessments</li> <li>- FE attendance</li> <li>- Apprenticeships</li> <li>- HE Retention</li> </ul>	
10.9	<p>(h) <u>Ofsted Update</u></p> <p>Ofsted inspections will restart in September 2020.</p> <p>It was noted that new Ofsted guidelines indicate that there will be no judgements against a framework or data when Ofsted visits restart but a letter will be published.</p> <p>Visits will be for Inadequate and Requires Improvement Schools and Colleges. The College can expect a visit when the process restarts.</p>	
10.10	<p>(i) <u>Freedom of Speech Policy</u></p> <p>The Quality and Standards Committee recommend the Freedom of Speech Policy to the Corporation for approval.</p> <p><b>Q. What is the definition of 'Offensive'?</b></p> <p>A. This should be taken in the broadest sense and in the context of how it is portrayed. Views should be able to be expressed without deliberately causing offence.</p> <p><b>Q. Do we need to amend the policy?</b></p> <p>A. The clarification is 'speech which is likely to cause offence to the majority' but the policy does not need to be amended.</p>	
10.11	<p><b>RESOLVED:</b> That the Freedom of Speech Policy be approved.</p>	
11.	<p><b>Safeguarding (including prevent) Update</b></p>	
11.1	<p>The VPQSE summarised the work of the Safeguarding team during lockdown including;</p>	

11.2	<ul style="list-style-type: none"> <li>• <b>Covid19 arrangements</b> - The team is fully functioning with all staff working from home and the duty system is working well, evidenced through 90 new referrals within the lockdown period.</li> <li>• <b>DBS update</b> - All checks are now via Verifile, a third-party provider. The new process is working well. The VPQSE meets regularly with the Head of HR to review the Single Central Record and ensure compliance.</li> <li>• <b>Training</b> - During the COVID-19 period the team have rolled out the Safeguarding and Prevent training to staff. During staff development week (w/c 6 July 2020) sessions have been delivered including County Lines, Mental Health, Safeguarding and Prevent, Cyber Safety and Stronger Communities and Families.</li> <li>• <b>Service user statistics.</b></li> </ul> <p>The lead governor for Safeguarding noted the good work around Safeguarding.</p>	
<b>Standing Items</b>		
12.1	<p><b>12. Reports from Subsidiaries/Joint Ventures/Committees:</b></p> <p><b>(a) Training for Bradford (CTS- No meeting</b>  <b>(b) Inprint &amp; Design- No meeting</b>  <b>(c) West Yorkshire Colleges Consortium – 26 June 2020</b>  <b>(d) Equality &amp; Diversity Committee – No meeting</b>  <b>(e) Health, Safety &amp; Welfare Committee- 19 June 2020</b>  <b>(f) Joint Consultative Committee- 21 May and 25 June 2020</b></p> <p>The reports were noted.</p>	
<b>Matters to Note</b>		
13.1	<p><b>13. Meeting Evaluation</b></p> <p>Meeting evaluation forms will be circulated by the Clerk.</p>	
14.1	<p><b>14. 2020-21 Meeting Schedule</b></p> <p>The 2020-21 Meeting Schedule was circulated for information.</p>	
15.1 15.2	<p><b>15. Any Other Business</b></p> <p><b>(a) <u>Thanks</u></b></p> <p>The Chair noted thanks to Salsabil Elmegri for her work as student governor over the last two years.</p>	

15.3	The Clerk was thanked for the new weekly update to governors.	
15.4	The Chair thanked committee chairs for all their work during the year and all thanked all governors.	
15.5	The Chair thanked the Executive Team and the Turnaround Director for all their work for the College during the year.  The Chair closed the meeting at 6.06pm.	

Approved by the Corporation:

Signature C. Orange

Date 02.11.2020

#### Agreed Actions

No	Minute	Action	Who?
1	6	<b>College Re-opening</b> Final plans to be presented to governors for approval at and Extraordinary General Meeting to be arranged for 3 September 2020.	VPDG / Clerk