

Draft minutes prepared from contemporaneous notes approved by the Chair via email on 7 November 2019

**MINUTES OF THE MEETING OF THE CORPORATION MEETING
HELD: Thursday 24 October 2019 at 16:00 hours
In the Boardroom (4F07), David Hockney Building**

Present:	In Attendance:
Cath Orange (Chair)	Dawn Leak (Vice-Principal Development & Growth)
Paul Ashton	Chris Malish (Director of Finance & Corporate Services)
Paul Birtles	Craig Tupling (Deputy CEO)
June Durrant	Sharon West (Interim Clerk)
Salsabil Elmegri	Jo Wright (Turnaround Director)
Ann Kendal	
Billy Khokar	Elizabeth Kilner (Minute Taker)
Debbie Rolls	
Piers Telemacque	
Neil Ward	
Chris Webb (CEO)	
Apologies:	
Geoff Alvy	
Lendy Ho	
Dave Mann	
Alex Morfill	
Sarah Cooper (Director of People Services)	

The quorum was seven governors

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

Item		Action
1	Chair's Welcome and Introductions	
1.1	The Chair welcomed everyone to the meeting and invited them to introduce themselves.	
2	Apologies for Absence and Disclosures of Interest	
2.1	Apologies for absence were received from Geoff Alvy, Lendy Ho, Dave Mann, Alex Morfill and the Director of People Services.	
2.2	There were no specific or additional disclosures of interest.	

<p>5</p> <p>5.1</p> <p>5.2</p> <p>5.3</p>	<p>Chief Executive Officer's Report</p> <p>The Chief Executive Officer's Report had been circulated before the meeting.</p> <p>The CEO apologised that he had identified seven key areas of College business that Governors should give particular attention and scrutiny to, whereas he generally tried to limit this to four. These areas were:</p> <ul style="list-style-type: none"> • The five draft Strategic Action Plans; • Self-Assessment Report and Quality Improvement Plan update; • The Annual Safeguarding Report and updated policy; • Student numbers and funding update; • Employment contracts and proposals on anti-casualisation (confidential) and consolidation of College closure days into annual leave (confidential); and • The Annual Health & Safety Report. <p>Q. In what ways had the CEO represented the College with external stakeholders since the last meeting?</p> <p>A. The CEO advised Governors that he had met with a number of external stakeholders since the meeting including the Director of Policy and Strategy (Office for Students), David Hughes, Chief Executive (Association of Colleges) at the meeting of the West Yorkshire Colleges' Consortium, Phil Hunter, Director of Student Services and Cllr Imran Khan (City of Bradford Council) and meetings with local MPs regarding lobbying on funding and highlighting the work of Colleges. One MP had also agreed to come into College to speak to politics students.</p> <p><i>J Ann Kendal 16:40</i></p>	
Fresh Start		
<p>6</p> <p>6.1</p>	<p>Strategic Recovery Update</p> <p>The Turnaround Director provided Governors with an oral update on three key areas:</p> <p>(a) <u>Stakeholders</u></p> <ul style="list-style-type: none"> • The Bank was happy with progress. An account manager had been introduced which was a good indication that the College would move out of business support. • The Transactions Unit was also happy with progress. There had been some queries on the quarterly submission around the restructure and cost savings which were being followed up. • All Conditions Subsequent due had been complied with. • The Education and Skills Agency (ESFA) case conference continued to be supportive. • Proactive engagement with stakeholders was ongoing. <p>(b) <u>Financials</u></p>	

- To be an employer of choice;
- To maintain a sustainable College;
- To grow the College's reputation and influence.

- Each objective formed part of the strategic plan to deliver the College's vision and purpose of:

- Creating a better future for all through education and training (vision)
- Working together to transform lives (purpose).

7.2

Q. Should growing the College's reputation and influence be a strategic objective?

A. Yes, as reputation and influence were integrally linked to the future and positioning of the College, It was important to plan for any growth and development and not leave it to chance, so the Corporation needed to direct the Executive accordingly. All five strategic objectives were interrelated. Governors also had a role in serving as ambassadors for the College.

Q. What was the College's Unique Selling Point? What would make Bradford the College of choice?

A. Difference was not a key factor, it was more a case of the extra that the College could provide. What was essential was to focus on the vision and purpose; doing what was right for the College and the community. The emphasis therefore needed to be on future proofing students by providing them with transferable skills. Governors were clear that the Corporation needed to be agile and would require the Executive to be agile as well. The College was unique in terms of its offer of teaching and social work qualifications and other specialisms.

Q. How did the action plans reflect the Local Authority's priorities?

A. The Chair urged Governors to attend the Strategic Seminar in January as the Leader of the Council would be one of the key speakers and they would have the opportunity to discuss and ask questions of her.

Q. Where does horizon scanning sit?

A. In each of the five action plans to try and 'shock-proof' for the future. There was an ongoing conversation to allow challenge from Governors in forming the strategic plan.

7.3

(i) To deliver a curriculum that meets the needs of students, employers and our community

The DCEO summarised the six underlying principles highlighting the clear pathways for progression; student and employer driven curriculum; an inclusive curriculum and delivery methods.

Governors welcomed and supported this approach, building aspirations and cultural capital. They stressed the need to utilise technology in terms of blended learning and future proofing. this

SR2: Ineffective Governance, non-compliance with statutory and common law requirements and oversight of the Executive/Senior Post holders in terms of appointing senior leaders with relevant skills and experience to be able to deliver clear strategy and strong leadership.

SR6: Failure to recruit, retain and engage skilled, motivated and passionate employers.

SR8: Change in Government Policy impacting on funding and quality assessment.

SR9: Failure to promote the College, maintain a good reputation locally and nationally and attract and retain students.

Student Experience

8	<p>Quality and Standards Committee Report - meeting on 3 October 2019</p>	
8.1	<p>The Chair of the Quality & Standards Committee reported on the business conducted at the meeting held on 3 October 2019. In particular, she drew Governors' attention to results and A levels, Maths and Engineering which were areas of concern where significant improvement was required.</p> <p>(a) <u>2018-19 Results</u></p> <p>The Chair of the Quality & Standards Committee summarised 2018-19 results.</p>	
8.2	<p>Q. Accepting that the A level results were bad, do we know why? A. The Committee had sought as much assurance as possible on the accuracy of predictions. Predictions were more accurate overall but there was a problem with A level results. The College's Strategic College Improvement Fund (SCIF) partner had not identified any issues with the validation of predictions. Governors recognised that there were challenges associated with the move to 2-year linear programmes. There needed to be clear expectations of staff and a robust action plan for A levels in terms of performance management, scrutiny of students' work, delivery and student experience, staff development and schemes of work. This would be delivered through the new Head of Department and working with a new sixth form college partner.</p> <p>Q. Was there a mismatch to student entry qualifications for A Levels? A. The entry requirements had been reviewed and were similar to other institutions. The value added by the College had been poor.</p>	
8.3	<p>(b) <u>Student Recruitment</u></p> <p>The Chair of the Quality & Standards Committee summarised Student Recruitment 2019-20. The Committee had requested more information on which programme areas students were seeking to study in order to assess whether these were low or high risk areas.</p> <p>The Chair and the Chair of the Quality & Standards Committee proposed setting up a short life special interest group to look at A levels as it was clear that a strategic decision was required.</p>	
8.4	<p>ACTION: To establish a short life special interest group to look at A levels in order to inform a strategic discussion by the Corporation.</p>	Chair

<p>9.2</p> <p>9.3</p> <p>9.4</p>	<p>The Safeguarding Governor highlighted the need for greater awareness and alertness to the recruitment and trafficking of vulnerable young people in county lines drug operations. Governors acknowledged that the College had established good relations with the relevant external agencies.</p> <p>Q. What police support did the College have?</p> <p>A. The College co-funded a Police Support Officer. The role was preventative and provided a police profile and presence within the College. Positive feedback had been received that behaviour in the College was much improved. This was attributed to clear messages about expectations of behaviour and the Respect campaign throughout the College and the duty manager presence during the day and evenings to meet and greet students on campus.</p> <p>The CEO noted that many small initiatives had helped deliver improvements.</p> <p>RESOLVED: That the Annual Safeguarding Report for 2018-19 be received and the Child and Vulnerable Adult Protection policy 2019-20 be approved and adopted.</p>	
<p><i>SR4: Failure to ensure achievement rates and value-added increase and are above national averages impacting the College's ability to improve on poor inspection grades and quality assessment outcomes.</i></p> <p><i>SR5: Failure to ensure the curriculum is relevant and innovative to meet the needs of learners and employers and to address equality gaps.</i></p> <p><i>SR7: Failure to improve the quality of teaching, learning and assessment.</i></p> <p><i>SR11: Failure to ensure that the College has robust safeguarding arrangements in place.</i></p>		
<p>Finance and Resources</p>		
<p>10</p> <p>10.1</p> <p>10.2</p> <p>10.3</p>	<p>Finance & General Purposes Committee Report - meeting on 17 October 2019</p> <p>The Chair of the Finance & General Purposes Committee reported on the business conducted at the meeting held on 17 October 2019.</p> <p>(a) <u>Quarter 4 Forecast</u></p> <p>The DFCS summarised the Quarter 4 Forecast. The College was ahead of plan on all key metrics. The statutory accounts had yet to be audited and some final adjustments might be required.</p> <p>(b) <u>2019-20 Student Funding Update</u></p> <p>The 2019-20 Student Funding Update was summarised.</p> <p>The Committee had been alerted to the potential risk in relation to Apprenticeship income and the steps that were being taken to mitigate this.</p> <p>(c) <u>College Re-Organisation and Trade Union Disputes</u></p> <p>The outcome of the re-organisation was summarised. The re-organisation had been completed by 31 July 2019 and cost savings were achieved.</p> <p>Positive progress was now being made in terms of the Trade Union disputes.</p>	

SR3: Failure to manage the estate effectively.

SR10: Failure to prepare for and respond to critical incidents.

Effective Governance

12 Reports from Corporation Committees

12.1 (a) Audit: 19 September 2019

The DFCS report on the business conducted by the Committee at its meeting on 19 September. He drew Governors' attention to the recommendation to approve the revised Risk Management Policy and assurance framework.

12.2 **RESOLVED:** That the revised Risk Management Policy and associated assurance framework be approved.

12.3 (b) Search & Governance: 26 September 2019

The Chair reported on the business conducted by the Committee at its meeting on 26 September 2019.

12.3 Annual Governance Report 2018-19

RESOLVED: that (a) the composition of the Corporation for the year to 31st July 2020 be approved until the composition needs to be amended;
(b) the attendance information contained in Appendix 2 be noted and that the attendance targets be re-affirmed;
(c) the Terms of Reference be re-affirmed or approved as amended and the committee structure approved;
(d) the membership of Corporation committees should be approved;
(e) the calendar of meetings and schedule of business which had been approved for the year to 31 July 2020 be noted;
(f) the revised Standing Orders be approved;
(g) the process of updating the Register of Interests and Declaration of Eligibility remains on an annual cycle, managed by the Clerk to the Corporation;
(h) the management information Governors receive is relevant/appropriate to their needs and agreed that this information should continue to be sent to them on a regular basis;
(i) the development activity undertaken in the year to 31st July 2019 be noted; and
(j) the contents of the annual report be confirmed as appropriate.

12.4 Succession Planning

The Chair recorded the Corporation's thanks to Debbie Rolls for her contribution as a Staff Governor over the past 4 years and to Dave Man as Independent Governor.

RESOLVED: That the appointment of Alex Morfill as Student Governor (Further Education) be approved for a term of four years.

Matters to Note		
16	Meeting Evaluation Evaluation forms were distributed.	
17	Any Other Business 17.1 The Chair reported that correspondence had been received from the Office for Students in relation to a late payment of an invoice from QAA for a value of £6k. 17.2 It was noted that this payment had now been made. ACTION: The DFCS to ensure that all payments to the OFS are made within required timescales. <i>The Chair closed the meeting at 7.15pm</i>	DFCS

Approved by the Corporation:

Signed: *C. Orange* (Chair) Date: *12/12/19*

Agreed Actions

No	Minute	Action	Who?
1	8.4	To establish a short life special interest group to look at A levels in order to inform a strategic discussion by the Corporation.	Chair
2	8.5	The positive work being done by the Learner Support service to be included in internal and external communications.	DCEO
3	17.2	The DFCS to ensure that all payments to the OFS are made within required timescales.	DFCS
4	Conf 1.9	The Chair to respond to union correspondence relating to changes in policies and contracts.	Chair

	<p>proposal had been developed in response to the challenge set by Governors for the Executive to identify non-financial means of rewarding staff.</p> <p>Governors agreed that this reflected the cultural shift and that things were moving in the right direction.</p>	
1.6	<p>RESOLVED: That the Policy on Employment Contracts and proposals on anti-casualisation be approved and adopted with effect from 1 November 2019.</p>	
1.7	<p>RESOLVED: That College closure days be consolidated into annual leave as a permanent change to the College's terms and conditions of employment commencing from the beginning of the 2020-21 financial year.</p>	
1.8	<p>Governors agreed that the approval of the policy and changes to terms and conditions of employment should be made via the Director of People Services in conjunction with the Trade Unions and that the decision should remain confidential until the joint communications process had been completed.</p> <p>It was agreed that the Chair should respond to the latest communication from the Trade Unions.</p>	
1.9	<p>ACTION: The Chair to respond to union correspondence.</p>	Chair