

**MINUTES OF THE MEETING OF THE EXTRAORDINARY SEARCH & GOVERNANCE
COMMITTEE**

HELD: Thursday 19 June 2025 at 16:00 via MS Teams

Present	In Attendance
John Williams (Chair)	Alina Khan (VPED&I) (Items 1-3)
Chris Webb (CEO)	Allison Booth (Governance Director)
Paul Birtles	Rachel Henry (Deputy Governance Director)
Bulbul Barrett	
Apologies	
Billy Khokhar	
Sharon West	

L/J Denotes the time a Governor left/joined the meeting

Item		Action
1.	Introductions, Apologies for Absence and Disclosures of Interest	
1.1	The Chair welcomed everyone to the meeting.	
1.2	Apologies were noted for Billy Khokhar and Sharon West.	
1.3	There were no disclosures of interest.	
2.	Planning for January 2026 Governor's Strategic Event	
2.1	Members commenced discussions around planning for the January 2026 Governor's Strategic Event.	
2.2	<p>A number of potential topics and speakers were identified:</p> <ul style="list-style-type: none"> • DfE • WYCA – Including the upcoming Integrated Settlement and how this impacts policy • Local Authority – Head of Skills • Student Numbers – hearing what is working well on a national / international level and potential opportunities for collaboration (AoC/WYCA – Trade Delegations) • Student lunch and presentations • Speed mentoring students 	
2.3	Members discussed the student interaction sessions and agreed that this could be done by again inviting a more focused group of students to present their views to Governors on a topic of their own choice. The VPED&I suggested that alternatively, the session could follow a	

	‘speed mentoring’ format, where Governors could gain information from students on areas of interest or issues being faced.	
2.4	The CEO advised that the VPED&I would create a suggested format for the Student Interaction session and discuss this with the VPF&CS, who would then bring the format to the September S&G meeting for discussion.	
2.5	ACTION: The VPED&I to liaise with the VPF&CS on the Student Interaction session.	VPED&I/ VPF&CS
2.6	Members agreed that Hollins Hall had been an ideal location for the Strategic Planning Event last year in terms of convenience and the excellent service provided and suggested it be considered again.	
2.7	ACTION: The VPF&CS and GD to present a draft agenda to the September S&G meeting.	VPF&CS/ GD
3.	Strategic Objective - To be a truly inclusive college	
3.1	The VPED&I presented the Strategic Objective - To be a truly inclusive college, advising that much of the Strategic Plan for SO1 had been revised and refreshed following its third year of implementation. The Committee considered the 4 Key Deliverables in turn:	
3.2	<p>1. <u>Foster a sense of belonging for all students and staff</u></p> <p>There would be an increased prioritisation of mentorship programmes to support students, staff with protected characteristics, disadvantaged and minoritised groups. Job shop referrals and alumni utilisation would heavily support the student strand of this, but there would also be increased focus on attracting and retaining talent within the organisation’s workforce.</p> <p>Opportunities for meaningful engagement with staff had been planned, including ‘Tea Break sessions’; these were themed, facilitated conversations which would generally concentrate on topics raised through the staff survey.</p>	
3.3	<p>2. <u>Embed EDI considerations across all College practices</u></p> <p>Contextual recruitment represented one of the biggest changes made to SO1 and was anticipated to have considerable impact at many different levels within the organisation. This had stemmed from the work done on inclusive recruitment and cultural competency with external consultant Hari Sewell, an expert in this field both locally and nationally. Considerable work had been done on understanding the</p>	

	<p>context of the College and its workforce, particularly from a recruitment lens.</p> <p>Recruitment processes had been overhauled in terms of the training delivered on inclusive recruitment. A new inclusive recruitment programme had been designed in collaboration with external partners including the NHS, the University of Bradford, the Race Equality Network and In Communities. Following roll-out, a 'train the trainer' programme would commence, with the end goal of there being an Inclusion Expert mandated for every recruitment panel. The Inclusion Expert would have opportunity to raise concerns over consistency, fairness or robustness of process or any unconscious bias, either pre-interview or during the interview process.</p> <p>There would be facilitation of a talent pipeline for staff which would support in identifying and retaining talent within the organisation. Mentors would contract members of staff within the talent pipeline directly with any current vacancies they feel may be relevant. Participants could include internal candidates, including those from the Inspiring Leaders Programme and also external candidates, where appropriate.</p>	
3.4	<p>Q. Why does the target on mandatory EDI training relate to all 'eligible' staff rather than 'all' staff?</p> <p>A. There will always be some staff on maternity or paternity leave, long-term sick and or have other legitimate reasons for not being able to complete mandatory training. Specifying all staff must complete mandatory training would inhibit the possibility of achieving the 100% target.</p>	
3.5	<p>Members engaged in a lengthy discussion on how 'staff being brave, consistent and relentless in creating a positive and inclusive learning environment' could best be measured. As this was linked to the College values, and there was already a target on creating a positive and inclusive learning environment that was related to the student survey, it was agreed that this target would be better measured through staff appraisals. The VPED&I confirmed that College staff were already asked to give examples of how they have embodied the values within the PDR process. The CEO advised that a target on embodying the new College values would be added to the PDR process for all staff, including senior post holders.</p>	
3.6	<p>ACTION: The CEO and VPED&I to ensure that a target on embodying the new College values is added to the PDR process for all staff, including SPHs.</p>	CEO/ VPED&I
3.7	<p>3. <u>Create an Inclusive and Culturally Responsive Curriculum</u></p>	

	<p>Q. Shouldn't it just be accepted general practice that 'all staff understand their student's additional support needs' and create an inclusive environment for all learners?</p> <p>A. Absolutely, however there have been gaps in this area. Consequently, this now forms part of the QER process, but hadn't done previously. A target on this will also be included within SO3, which relates to the student experience.</p>	
3.8	<p>Q. Should there be progression in the percentage target outcome for the QER data, rather than it being 100%?</p> <p>A. This must be an ambitious target to drive improvement. We have a growing cohort of students with EHCPs and additional support needs and this is something specific that we need to ensure we get right, as these students represent such a large proportion of our demographic.</p>	
3.9	<p>4. <u>Strengthen external partnerships to enhance inclusion and opportunity</u></p> <p>The College is directed by the OfS to have an Access and Participation Plan (APP) for HE students, in order to evidence the action taken to ensure the narrowing of gaps between groups of students' achievement and retention rates, particularly achievement of higher grades. Specific targets related to the APP had been added to SO1 to ensure oversight on a quarterly basis on the closing of attainment gaps.</p>	
3.10	<p>Q. Is the target on 'addressing key areas of underrepresentation in student groups' specific enough?</p> <p>A. This is a recruitment and marketing target which is specific to particular departments and programme areas within those departments where underrepresentation exists. We will be looking at the student recruitment for certain curriculum subjects and will target areas of underrepresentation for example with regards to sex or ethnicity. This is an aspirational target to drive better representation of the community we serve.</p>	
3.11	<p>Q. What will the target be for 'maintaining effective relationships with external partners'?</p> <p>A. It could target the number of interactions or partnership meetings that have taken place. The action is to give visibility on how we are managing our stakeholder engagements. Since we are already measuring student perception of safety in the College and surrounding environment, consideration will be given to whether this target can be removed or how it will be specifically measured.</p>	

3.12	Members requested that actions within the SO1 plan were combined where the measures/evidence for completion were coming from the same source.	
3.13	The VPED&I presented the proposed SO1 Dashboard for 2025-26, which included more qualitative indicators and robust mechanisms for quarterly reporting on SO1 objectives.	
3.14	RECOMMENDATION: Subject to the aforementioned changes, that the Strategic Objective - to be a truly inclusive college be recommended to Corporation for approval. AK/L	
4.	Succession Planning	
4.1	<p>Members reviewed the current Succession Plan and discussed the supporting report. The GD advised that the College was now in a positive position in terms of Governor recruitment, where interested parties were beginning to approach the College outside of any advertisement campaign.</p> <p>In consideration of the increased interest and that the Corporation was already at full composition, members agreed that it would be prudent to identify any skills gaps before considering further recruitment. Following receipt of the completed Skills Audit for 2025, any skills gaps within Corporation membership could then be more accurately identified and mapped across to the Governor Succession Plan. This would better ensure skills coverage across all areas. It was suggested that expertise in the fields of HR, Curriculum, Teaching & Learning in FE and Employment Law would be useful.</p> <p>The results of the Skills Audit would be brought to the next S&G meeting in September, to allow consideration on any skills gaps. This would then be mapped against the Succession Plan to determine any recruitment requirements on the Committees.</p> <p>Members agreed that the GD advise potential candidates that have submitted expressions of interest that further recruitment would be addressed, following the Skills Audit exercise in September.</p>	
4.2	ACTION: The GD to present the Skills Audit outcomes at the next S&G meeting in September.	GD
4.3	Members agreed that as Corporation composition was already at capacity, consideration should be given to recruiting co-opted Committee members. This would be discussed after the Skills Audit data and attendance data had been analysed.	

4.4	Senior Leadership Re-Organisation <i>A separate confidential minute was recorded – see annex</i>	
Any other business		
5.	Items for report to the Corporation	
5.1	<ul style="list-style-type: none"> Minutes of meeting – 19 June 2025 Governor's Strategic Planning Event Strategic Objective - To be a truly inclusive college Senior Leadership Re-Organisation 	
6.	Any other business	
6.1	<p>On the 17 June, the DfE issued a letter to all FE Colleges, regarding changes to FE Governance Matters within the FE Sector Instruments & Articles (I&As).</p> <p>The GD advised that the specified clause regarding the Secretary of State's role in the absence of a board quorum was not in Bradford College's I&As, so no amendment was required.</p> <p>The required amendment to the clause relating to the voting rights of Student Governor's under age 18, would be made to the I&As and Standing Orders and would be presented to Corporation for approval in July, to ensure that the changes were implemented ahead of the new academic year, as per the DfE guideline.</p> <p>The CEO advised that, in consideration of this revision on voting rights, Student Governor inductions would be key to ensure Student Governors fully understood their rights and responsibilities.</p>	
6.2	There was no other business.	
6.3	The Chair closed the meeting at 17:40.	
7.	Meeting Evaluation	
7.1	Link to meeting evaluation form to be circulated via email.	DGD

Approved by the Committee:

....J. Williams.....

...25.09.25...

Signed by the Chair

Date

Agreed actions

No	Minute	Action	Who?
1	2.5	The VPED&I to liaise with the VPF&CS on the Student Interaction session.	VPED&I/ VPF&CS
2	2.7	The VPF&CS and GD to present a draft agenda to the September S&G meeting.	VPF&CS / GD
3	3.6	The CEO and VPED&I to ensure that a target on embodying the new College values is added to the PDR process for all staff, including SPHs.	CEO / VPED&I
4	4.2	The GD to present the Skills Audit outcomes at the next S&G meeting in September.	GD
5	7.1	Link to meeting evaluation form to be circulated via email.	DGD