

**MINUTES OF THE MEETING OF THE CORPORATION MEETING
HELD: Thursday 10 July 2025 at 16:00 hours in 4F07 DHB Boardroom**

Present:	In Attendance:
Paul Birtles (Chair)	Sarah Cooper (Director of People Services)
Chris Webb (CEO)	Alina Khan (Vice Principal Equality, Diversity & Inclusivity)
Billy Khokhar	Chris Malish (Vice Principal Finance & Corporate Services)
Lendy Ho	Sarah Applewhite (Vice Principal Quality, Teaching & Learning)
Barbara Mangan	Sarah Towan (Vice Principal Reputation & Communications)
Sharon West (via MS Teams)	Liz Leek (Senior Executive Advisor)
Umar Rafique	Allison Booth (Governance Director)
Gavin Hamilton	Rachel Henry (Deputy Governance Director)
Tony Bullock	
Maqadas Bashir	
David Merrett	
Fiona Thompson	
Shahnaz Anwar-Bleem	
Kimberley Virr	
Mussarat Ali	
Observing	
Shazia Ditta	
Apologies	
John Williams	
Lynette Leith	
Bulbul Barrett	
Richard Woods	
David Fearnley	

The quorum was 8 governors

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

Item		Action
1.	Chair's Welcome and Introductions	
1.1	The Chair welcomed Shazia Ditta to her first Corporation meeting.	
1.2	As this was Sarah Cooper's (DPS) last Corporation meeting before leaving the College, the Chair thanked Sarah for her great support over the last 6 years and wished her well for the future.	
Housekeeping		
2.	Apologies for Absence, Disclosures of Interest and Written Resolution(s), Chairs action and use of the seal	

2.1	Apologies were noted for John Williams, Lynette Leith, Bulbul Barrett, David Fearnley and Richard Woods.	
2.2	There were no disclosures of interest.	
2.3	<u>Written Resolution(s)</u> A written resolution was passed on 26 June 2025: That RSM is awarded the contract for the provision of external audit services for 3 years from 2025-28 with an option to extend the contract for an additional 24 months as a maximum.	
2.4	<u>Chairs Action</u> There had been no use of the Chairs action since the last meeting.	
2.5	<u>Use of the Seal</u> The seal was applied and authenticated by Chris Webb (CEO) and John Williams (Chair) on 22 May 2025 to sign: • TR1 (HM Land Registry Document-transfer of land on Thornton Road) • West Yorkshire Combined Authority & Bradford College relating to the Conditions of Funding (Grant) (Colleges) Grant Agreement for the Multiply Grant Funding for AEB 2024-25 The seal was applied and authenticated by Chris Webb (CEO) and Allison Booth (GD) on 3 July 2025 to sign: • EDGE & Bradford College-Garden Mills Contract Documentation	
3.	Minutes of the meeting held on 22 May 2025	
3.1	Members requested that item 1.2 of the Audit minutes from 15 May be added to the May Corporation minutes under the Audit update section. This was to allow for transparency, oversight and to acknowledge that the Corporation would be continuing to monitor, via the Audit Committee. Subject to the requested change, the minutes of 22 May 2025 including the confidential annex were approved as an accurate record to be signed by the Chair.	

4.	Matters arising	
4.1	The Matters Arising Report was reviewed: 8.7 - <i>The DPS to provide a revised plan to increase levy funding usage and the target be revised within the Employer of Choice strategic plan (SO4) for 2025-26</i> – Members were encouraged to see that levy funding usage was now above target due to calculations being amended to include all staff completing an apprenticeship, not just those with ‘apprentice’ in their job title. 10.5 - <i>The VPF&CS to consider aligning the revised College values with the values set out in SO1</i> – The revised values had been presented to Governors, SLT, CMT, staff and were launched College-wide at the summer staff conference. The values’ visibility would be increased across the College and would be embedded into all staff PDRs. 14.1 - <i>The VPF&CS to allocate the requested commentary to the Risk Register</i> – The VPF&CS advised that this action was still outstanding and that the commentary would now be added to the Risk Register.	
Effective Governance (SR2, SR8, SR9)		
5.	CEO Report	
5.1	The CEO signposted the Governors to the following papers as part of the pack, highlighting their importance: • Agenda Items 10(b), 11(b), 11(c), 11(d), 12(e), 12(f) and 12(g) – The College Strategic Action Plans. • Agenda Items 12(d) – The College’s 2025-26 Financial Plan and Budget. • Agenda Items 17(a), 17(b), 17(c), 17(d) – People Change and Pay proposals (Independent Governors only).	
6.	Link Governor Visit – ESOL	
6.1	The ESOL Link Governor had met the Curriculum Area Manager for ESOL and the HoD of ESOL & Adult Skills. A rich discussion had taken place around the challenges of funding, qualifications and working with providers in other countries. The Link Governor had been provided with an overview on the ways the team organise the curriculum to provide the best outcomes for students, with careers at the very heart.	

	The Link Governor was advised where students came from, the journey they have been on, and how transformative it was to students to be able to speak English to live in Bradford, which really demonstrated the value of the mission of the College. This had been followed by watching the department's students rehearsing their production of 'The Tempest', produced in conjunction with the RSC.	
7.	Data dashboard 24/25 and 25/26	
7.1	The VPF&CS presented the 24/25 dashboard, advising that it provided an indication of the year-end position, as at the end of Q3. Following the requests from members, commentary had been provided on each of the areas rated red.	
Governance 2025/26		
8.	Schedule of Business 2025/26	
8.1	The Corporation reviewed the Schedule of Business which covered each Committee and Corporation meeting for the coming academic year. Members discussed the possibility of extending the Corporation meeting when a Strategic Conversation item was on the agenda. It was agreed that meeting times remain unchanged, but that members be asked if they were willing to stay longer on occasions where a meeting could potentially run over.	
8.2	RESOLVED: The 2025-26 Schedule of Business is approved.	
HE Review		
9.	HE Review - follow up	
9.1	The VPQT&L advised that following the presentation of the 'Project Change' to the Corporation in May, further action had been taken to explore the proposals and to respond to initial queries from Governors. In addition, an HE Focus Group of Corporation members had met and explored the proposals. The resulting paper was being presented on behalf of the HE Focus Group. The report provided feedback on some of the substantive questions that had arisen at the May Corporation meeting.	

9.2	Q. Will structuring HE provision around the life-long learning entitlement bring significant changes to how HE is operates at the College? A. The life-long learning modular delivery will hang off bigger courses in the first instance, so there will be elements of in-filling and of block delivery, all of which we have experience of doing; there will be an upscaling of this approach. This will not involve complete reorganisation but the HE fees policy and administration will be directly affected.	
9.3	Q. Will there be a change from 3-year predictability and cycles to HE students weaving in and out of courses? A. If the Government's plans come to fruition, then it is probable that this is what the future of HE will look like. It is unlikely that there will be a jump from everyone doing 2- or 3-year offers to an entirely modular approach; a phased approach is expected.	
9.4	Q. Do you expect most universities will follow the same route or are they likely keep 3- or 4-year courses and add some modular provision alongside? A. We are expecting that they will take the latter approach, certainly in the first instance. This is a real opportunity for colleges – to respond to our core customers, our mature students, our employers, those who are looking to upskill or reskill – this is our place in the HE market.	
9.5	Members agreed that the College's ability to be flexible in its HE provision was a key benefit. A flexible, modular approach would attract students who needed to build their education around their work and life commitments. It was acknowledged that the proposed changes demonstrated creativity, imagination and ambition, whilst remaining pragmatic.	
9.6	Q. Do you think that prospective students are ready for the proposed HE changes and know enough about the lifelong learning entitlement? A. I'm not sure we would market this as the lifelong learning entitlement but as an opportunity for career progression or a change of direction; an opportunity to be funded to undertake accredited CPD. We will be offering something new, that is accessible, flexible, on demand and gives opportunities for upskilling and reskilling. We will not be selling people a course, but the dream that they will reach at the end of the course; this is not going to change. Q. What proportion of what we offer will be modular and flexible versus traditional?	

9.7	A. It is impossible to say at this stage. We will build a curriculum offer where we retain that steady 2- and 3-year pathway, but these will all have modular options built in.	
9.8	Q. What measures will be used to gauge the outcomes for the students? A. Nothing that we are proposing can be anything other than meeting the measures that the OfS prescribe. A high-quality offer is required which must respond to the needs of, and have impact in, Bradford. Stakeholder impact measures will be developed alongside the HE curriculum offer design.	
9.9	Q. Are you still optimistic that the new HE Offer will be up-and-running for September 2026? A. Small changes will be made to our existing portfolio, ready for September 2026 and the new curriculum offer will go to market in September 2027.	
9.10	Q. Why have the National Skills Priorities on Advanced Manufacturing, Defence and Financial Services not been included? A. The omission of Advanced Manufacturing is an oversight which will be rectified. We have tended to focus on those Priorities that most closely relate to the skills needs of the city and region. Historically, we have not considered Defence as it has appeared that there has not been such a demand in this area.	
9.11	It was acknowledged that Advance Manufacturing and Defence link heavily into each other in terms of what skills organisations were looking for. In view of this, the Chair requested that the VPQT&L re-review this area, as there were currently several businesses across the region that had links with the defence industry.	
9.12	Q. Will the ambition to double HE student numbers be matched by increased income? A. This paper links to the curriculum that may be offered in September 2027. The financial business planning for this will begin around February 2026, following the Strategic Planning Event in January. Governors will then need to decide which measures are to be put into the Strategic Plans for 2027-28, namely SO6, to best determine performance and growth. These could relate to headcount or income count. The HE Fees for 2027-28 will be agreed in academic year 2025-26. The Financial Plan presented in July 2026 will set out the proposed direction for the following year.	
9.13	The VPQT&L advised that members were being asked to endorse the proposals set out in the report and mandate the SLT to put them into action.	

9.14	RESOLVED: The proposals and actions are approved.	
Committee Reports		
10.	Extraordinary Search & Governance Committee – 19 June 2025	
	The Chair provided an update on:	
10.1	a) Draft minutes of the meeting – 19 June 2025	
	These were included in the pack for information and background.	
10.2	b) SO1 - To be a truly inclusive college	
	The VPED&I had taken the S&G Committee through the key deliverables. S&G members had agreed the plan and were recommending it to the Corporation for approval.	
10.3	RESOLVED: That Strategic Objective 1 - to be a truly inclusive college is approved.	
10.4	Q. How does staff ‘being brave, consistent and relentless’ correlate with an external culture that is prone to silencing and ostracising people for voicing opinion?	
	A. We need to ensure that we have the right environment and culture to encourage and facilitate our staff to feel brave enough to voice their opinion and still feel safe. While respectfully adhering to the rules and guidelines, such as those related to freedom of speech.	
10.5	c) Governor’s Strategic Planning Event	
	The Committee had commenced discussions on planning for the January 2026 Governor’s Strategic Event and a number of potential topics and speakers had been identified.	
	The Chair encouraged members to send any further suggestions/ ideas on to the GD.	
10.6	d) Required changes to the Instruments & Articles and Standing Orders	
	On the 17 June, the DfE had issued a letter to all FE Colleges, regarding changes to FE Governance Matters within the FE Sector Instruments & Articles (I&As). Guidance from the DfE was to remove the clause relating to the voting rights of Student Governor’s under age 18 from the Instrument and Articles and that	

10.7	this should be implemented for the start of the new academic year. The GD advised that the same clause would also be removed from the Standing Orders. The amendments were recommended to Corporation by the S&G Committee. RESOLVED: That the clause relating to the voting rights of Student Governor's under age 18 be removed from the Instruments & Articles and Standing Orders.	
11.	Quality & Standards Committee 26 June 2025 Fiona Thompson (Vice Chair) had chaired the Q&S Committee meeting and provided an update on:	
11.1	a) Draft Minutes of meeting – 26 June 2025 These were included in the pack for information and background. The Q&S Chair drew members' attention to a number of key points: • The College had been successful in regaining its Initial Teacher Training (ITT) accreditation. The Chair extended thanks to the VPQT&L and the team involved for acquiring the accreditation after its loss 2 years ago. Leeds Trinity University had been informed and an appropriate exit strategy was in place. • A response had been received from the Office for Students (OfS) relating to their investigation into the college's HE computing provision which had confirmed that no further action would be taken. The OfS had highlighted their very positive engagement with the College. • Both the College's awarding bodies, Leeds Trinity University and the University of Greater Manchester, had received regulatory case reports issued by the OfS, which had highlighted a number of issues. The Q&S Committee had agreed that the report findings may influence decisions in relation to the College's future partnership arrangements, particularly with regards to reputation. The committee had requested future partnership arrangements to be added to the risk register.	
11.2	b) SO2 - To deliver a curriculum that meets the needs of students, employers and our community The SEA had taken the Committee through the key changes to SO2 which were:	

	• The Inclusion of Enterprise Skills to be developed as part of curriculum delivery. • The Inclusion of Cultural Capital acquisition as part of curriculum delivery. • Project based learning as a delivery method for Enterprise and Entrepreneurial learning. • Introduction of the Master Technician Academy. • Targeted improvement in reading ages for 16-19 Study Programme Learners. SO2 was being recommended to the Corporation by the Q&S Committee.	
11.3	RESOLVED: That the Strategic Objective 2 - to deliver a curriculum that meets the needs of students, employers and our community is approved.	
11.4	c) SO3 - To deliver an outstanding student experience The VPQT&L had advised that SO3 was still driven by the four overarching aims. Due to the momentum gained in the last year, there had been minimal changes made to the plan. SO3 was being recommended to Corporation for approval.	
11.5	RESOLVED: That the Strategic Objective 3 - to deliver an outstanding student experience is approved.	
11.6	d) SO7 - Empowering education through Digital Transformation The VPF&CS had advised that following the Strategic Planning Event in January, it had been acknowledged that SO7 needed strengthening as the plan had been platform and equipment based. The SLT had reviewed the plan from a Quality & Curriculum and Staff perspective and various changes had been made. SO7 was being recommended to Corporation for approval.	
11.7	RESOLVED: That the Strategic Objective 7 - Empowering education through Digital Transformation is approved.	
11.8	e) Prevent policy & action plan The Prevent Policy had been checked and validated by the local authority prevent co-ordinator as part of the annual review and was aligned with the action plan. The Q&S Committee recommend the Prevent policy & action plan to Corporation for approval.	

11.9	RESOLVED: The Prevent policy & action plan is approved.	
11.10	f) HE Fees policy 26/27 The HE Fees Policy 26/27 had been updated to reflect updated fees and an amendment to a College team name. It was noted that the Fees policy had been agreed by both the F&GP and Q&S Committees, subject to an EqIA being carried out, to ensure that disadvantaged students were considered. The HE Fees Policy is recommended to the Corporation for approval by both Committees. The VPF&CS advised that the EqIA had been carried out and was yet to be circulated. However, there had been no impact, as financial wealth was not considered to be a protected characteristic.	
11.11	RESOLVED: The HE Fees Policy 26/27 is approved.	
11.12	g) Committee self-assessment and Terms of Reference The Committee had reviewed the Committee Self-assessment against its Terms of Reference and had agreed that the Committee had covered the breadth of its Terms of Reference and performed well. The Committee Terms of reference were recommended to Corporation for approval.	
11.13	RESOLVED: That the Q&S Committee Terms of Reference are approved.	
11.14	h) Academic Board Terms of Reference The Q&S Chair advised that there been proposed additions of conditions relating to transparency information and conditions relating to the OfS' 'Condition E6- Harassment and Sexual Misconduct' guidelines on harassment and sexual misconduct. The Academic Board Terms of Reference were recommended to Corporation for approval.	
11.15	RESOLVED: That the Academic Board Terms of Reference are approved.	
11.16	The VPQT&L advised that the NSS results had just been published. The Q&S Committee would be receiving a full report at its next meeting. Overall, there was no significant materiality change compared to last year. The categories which reflected	

	improvements were: teaching on my course, academic support, student voice, Student Union, mental wellbeing and freedom of expression.	
12.	Finance & General Purposes Committee - 3 July 2025 The F&GP Vice Chair provided an update on:	
12.1	a) Draft Minutes of meeting – 3 July 2025 These were included in the pack for information and background.	
12.2	b) CSIG minutes- 28 April 2025 & TLW5 Post Project Review Report These were included in the pack for information and background.	
12.3	c) May Management Accounts and Q3 forecast These were included in the pack for information and background.	
12.4	d) 3-year financial plan including budget for 2024/26 and capital plan for 2025/26 & CFFR The F&GP Vice Chair advised that the College was currently meeting all of its financial objectives and the forecast Financial Health at year end was 'Outstanding'. The budget and capital plan was presented, along with the CFFR which had been recommended to the Corporation by the F&GP Committee.	
12.5	RESOLVED: That the 3-Year Financial Plan 2024/26 to 2026/27 and Capital Plan for 2025/26 are approved.	
12.6	RESOLVED: That the College Financial Forecasting return (CFFR) is approved for its submission to the DfE.	
12.7	e) SO4- Employer of Choice The DPS had taken the F&GP Committee through the key deliverables for Strategic Objective 4. This was being recommended to the Corporation by the F&GP Committee.	
12.8	RESOLVED: That the Strategic Objective 4 – to be an Employer of Choice is approved.	

12.9	f) SO5- To maintain a sustainable college The VPF&CS had taken the F&GP Committee through the key deliverables for Strategic Objective 5. This was being recommended to the Corporation by the F&GP Committee.	
12.10	RESOLVED: That the Strategic Objective 5 - to maintain a sustainable college is approved.	
12.11	g) SO6 - To grow College income through student recruitment The VPR&C had taken the F&GP Committee through the key deliverables for Strategic Objective 6. This was being recommended to the Corporation by the F&GP Committee.	
12.12	RESOLVED: That the Strategic Objective 6 – to grow College income through student recruitment is approved.	
12.13	h) Credit Control and Debt Management Policy The Credit Control and Debt Management Policy had undergone its annual review, there were no proposed changes and it was recommended to Corporation for approval.	
12.14	RESOLVED: The Credit Control and Debt Management Policy is approved.	
12.15	i) Financial Regulations 2025 The Financial Regulations had been updated to reflect Treasury Management changes and aligned with Procurement Act 2023 requirements. The Financial Regulations 2025 are recommended to Corporation by the F&GP Committee.	
12.16	RESOLVED: The Financial Regulations Policy is approved.	
12.17	j) Committee self-assessment and Terms of Reference The Committee had reviewed the Committee Self-assessment against its Terms of Reference. It was agreed that the Committee had covered the breadth of its Terms of Reference and performed well. The F&GP Committee recommend the Terms of Reference to Corporation for approval.	
12.18	RESOLVED: The F&GP Committee Terms of Reference are approved.	

12.19	k) Report on Reward, Benefits and Recognition for staff The CEO and SLT had previously been allocated an action by the Remuneration Committee, to explore non-monetary rewards for all staff and report findings, including projected costings back to Corporation for consideration. The SLT had held a session on 'rewards, benefits and recognition'. The DPS advised that this had prompted much discussion in terms of how the employee reward proposition could be further developed. A range of actions had been identified to maintain good practice and drive further improvements in this area.	
13. 13.1	Bradford School of Art move The VPF&CS advised that throughout business planning, it had been identified that the current location of the School of Art provision within Lister building was having a detrimental impact upon student experience and student recruitment. Therefore, a feasibility study was commissioned to ascertain if this could be moved into DHB. Through detailed space planning and review of the curriculum, it showed this would be possible, with an illustrative layout being considered and costed, with input from the department. The VPF&CS advised that a positive impact was anticipated; both in terms of student experience and growth of student numbers, but also on staff experience. Moving the College's music provision across to DHB had already seen a 30% uplift in student numbers in this area and positive feedback had been received from students and staff on the relocation. The proposed budget for the project was £0.7m, which included 17% contingency. This would be funded by the £0.47m contingency within the capital budget and £0.31m VAT refund that would be received in 2025/26. The proposed timeline was for work to take place over the summer period, ahead of the start of term for academic year 2025/26. The VPF&CS advised that this would necessitate working at pace and that a contractor would be identified via the government procurement framework, which would ensure due diligence. The VPF&CS advised that there were still a number of departments located in the Lister building and that there were longer term relocation plans being formed to address this.	

13.2	Q. When is the Lister Building's proposed 'end of life' and what is the long- term plan? A. 'End of life' for a building is generally considered to be 50 years. A feasibility study revealed that it would cost circa £60m to demolish the majority of the building and rebuild a new centre. A social value report is currently being written to demonstrate the importance of what Lister could be replaced with. We need to continue lobbying for funding in order to make that happen. Any renovation of Lister would easily cost in excess of £10m and this would only address the structural issues.	
13.3	Members sought assurance that the move of the School of Arts in to the DHB would address some of the ongoing issues that had recently been highlighted at committee level and were advised that endeavours were being made to address issues relating to staffing, quality and student voice. The VPF&CS advised that approval was being sought to endorse the project and the £0.7m budget for the Bradford School of Art move of its' FE provision into the DHB building.	
13.4	RESOLVED: That the project and £0.7m budget for the Bradford School of Art move of its' FE provision into the DHB building is approved.	
Policies		
14.	Risk Management Policy (Audit Committee)	
14.1	At the May Corporation meeting, members had requested that the VPF&CS address scoring ratings within the matrix in section 6. Following the amends, the revised Policy was circulated to the Audit Committee for review, prior to the Corporation meeting. The Audit Committee recommends the Risk Management Policy to Corporation for approval.	
14.2	RESOLVED: That the Risk Management Policy is approved.	
Risk		
15.	Strategic Risk Monitoring	
15.1	The Corporation received the strategic risk register for which they have oversight. Each committee had reviewed the risks and the scoring had not changed since the register was last presented. The VPF&CS advised that, due to the revision of the Risk Management Policy, the register would be updated accordingly prior to its next issue.	

15.2	Q. Is the Cyber Essentials accreditation still on track to be in place this academic year? A. Yes, the associated work has been completed, including moving the finance system onto an alternative server as this had been causing some issues. The self-assessment will be completed by the end of the month.	
Reports from Subsidiaries/Committees*		
16.	The minutes from the following were shared within the meeting papers for information:	
16.1	a) Equality & Diversity Committee – N/A b) Health, Safety & Welfare Committee – 24.04.25 c) Joint Consultative Committee – 01.05.25	
16.2	The Chair noted thanks to David Fearnley who was now stepping away as an Independent Governor, as his term of office had come to an end.	
Closed session with independent governors		
17.	<i>Closed session with independent governors - Staff and student governors left the meeting.</i>	
17.1	a) People Strategy b) Staff Pay proposal c) SLT Leadership Reorganisation d) Extraordinary Remuneration Committee <i>A separate confidential minute was recorded – see annex.</i>	
Matters to note		
18.	Any other business	
18.1	<u>External Audit Re-tender</u> An External Audit re-tender exercise had commenced in March. A panel which consisted of members of the Audit Committee, the Audit Chair and the Chair of Corporation had been deployed to oversee and support the exercise. The panel and Governance Director had been supported by the Procurement & Contracts Manager, Mark Schofield. Mark had guided members through the procurement process, liaised with potential bidders and attended the interviews with the potential Auditors, supporting the panel. The tender exercise had concluded in June with RSM being awarded the contract for the provision of external audit services.	
18.2	Members that had been involved in the External Audit retender exercise acknowledged that it had been a very thorough,	

18.3	transparent process and commended Mark, who had done an incredibly good job. <u>Year Round up</u> Members were presented with the College's 'Year-Round Up', which had been shown the week prior at the Staff Summer Conference. The Chair praised the content of the video and thanked all members of the Corporation for the significant amount of personal time given, which supported the College in transforming the lives of its students. The Chair closed the meeting at 18:14.	
19.	Meeting Evaluation	
19.1	Link to the meeting evaluation form to be circulated via email.	DGD

Approved by the Corporation:

J. Williams

16.10.25

Signed by the Chair

Date

Agreed Actions

No	Minute	Action	Who?
1	19.1	Link to the meeting evaluation form to be circulated via email.	DGD