

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

<b>Present:</b>	<b>In Attendance:</b>
John Williams (Chair)	Andrew McConnell (Heart of Yorkshire Education Group) (Item 1)
Paul Birtles (Vice Chair)	Sam Wright (Heart of Yorkshire Education Group) (Item 1)
Chris Webb (CEO)	Chris Malish (DCEO, Finance & Corporate Services)
Billy Khokhar	Liz Leek (DCEO, Quality & Curriculum)
Lendy Ho	Sarah Towan (Vice Principal Recruitment & Communications)
Sharon West (via MS Teams)	Alina Khan (Vice Principal Equality, Diversity & Inclusivity)
Umar Rafique	Allison Booth (Governance Director)
Gavin Hamilton	Rachel Henry (Deputy Governance Director)
Tony Bullock	
Maqadas Bashir	
David Merrett	
Fiona Thompson	
Bulbul Barrett	
Shahnaz Anwar-Bleem	
Kimberley Virr	
<b>Apologies</b>	
Sarah Applewhite	
Mussarat Ali	
Barbara Mangan	

*The quorum was 8 governors*

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

<b>Item</b>		<b>Action</b>
<b>Strategic Discussion</b>		
<b>1.</b>	<b><u>Presentation on Collaboration and Mergers - Andrew McConnell OBE and Sam Wright from Heart of Yorkshire Education Group</u></b>	
1.1	<p>Andrew McConnell OBE (Chair) and Sam Wright (Principal &amp; CEO) from Heart of Yorkshire Education Group delivered a presentation on Establishing the Heart of Yorkshire Education Group which covered the following areas:</p> <ul style="list-style-type: none"> <li>• Drivers for Merger</li> <li>• Challenges</li> <li>• What worked well</li> </ul>	
1.2	<p><b>Q. What is needed in terms of resilience when embarking on a merger?</b></p> <p>A. It is vital to have a very strong executive team with no points of failure. There are also considerable time requirements in order to keep business as usual throughout the process.</p>	

1.3	<p><b>Q. What was your approach with all staff?</b></p> <p>A. We developed a clear communications strategy to effectively share the benefits of the merger with staff. We made sure to celebrate both the successful joining of the colleges and continuing achievements. The merger steering group was equally constituted to give all parties a sense of ownership.</p>	
1.4	<p><b>Q. Having been through the merger process, would you do it again?</b></p> <p>A. Yes, at the start of a merger, it is important not to assume that everything will run smoothly. Our positive position is a result of considerable time and effort spent overcoming significant challenges. Most colleges need a clear growth strategy and this process gave us the chance to really develop ours.</p>	
1.5	<p>The Chair thanked Sam and Andrew for their presentation and members agreed it had been very insightful and informative.</p>	

## Closed session with Governors

2.	<p><i>The Chair and SLT left for the closed session, it was agreed that the CEO, GD &amp; DGD would remain</i></p> <p><b><u>Corporation Chair tenure</u></b></p>	
2.1	<p>Members held a closed session to discuss the Chairs tenure.</p> <p>Members agreed to extend the Chair's tenure for a further 2 years.</p>	
2.2	<p><b>RESOLVED:</b> The extension of the Chairs tenure for a further 2 years is approved.</p>	

## Housekeeping

3.	<p><b><u>Chair's Welcome and Introductions</u></b></p>	
3.1	<p>The Chair welcomed everyone to the meeting.</p>	
3.2	<p>The Chair advised that Richard Woods and Lynette Leith had both stepped down as Independent Governors. Leaving cards and service certificates had been issued on behalf of the Board as a thank you for their service to the College.</p>	
3.3	<p>The Chair advised that the Search and Governance Committee was currently considering next steps in Governor recruitment.</p>	
4.	<p><b><u>Apologies for Absence, Disclosures of Interest and Written Resolution(s), Chairs action and use of the seal</u></b></p>	

4.1	Apologies were noted for Sarah Applewhite, Barbara Mangan and Mussarat Ali.	
4.2	There were no disclosures of interest.	
4.3	<u>Chairs Action</u>  There had been no use of the Chairs action since the last meeting.	
4.4	<u>Use of the Seal</u>  The seal was applied and authenticated by Chris Webb (CEO) and Paul Birtles (Vice Chair) on 10 July 2025 to sign: <ul style="list-style-type: none"><li>• TR1 (HM Land Registry Document- acquire former Training for Bradford site- car park)</li></ul>	
5.	<b><u>Minutes of the meeting held on 10 July 2025</u></b>	
5.1	The minutes of 10 July 2025 including the confidential annex were approved as an accurate record to be signed by the Chair.	
6.	<b><u>Matters arising</u></b>	
6.1	The Matters Arising Report was reviewed and it was noted that all items were complete.	
<b>Effective Governance (SR2, SR8, SR9)</b>		
7.	<b><u>CEO Report</u></b>	
7.1	The CEO signposted the Governors to the following papers as part of the pack, highlighting their importance: <ul style="list-style-type: none"><li>• Agenda item 12 (f) 2024-25 Progress and achievement report</li><li>• Agenda item 13 (b) Student Recruitment</li><li>• Agenda item 13 (c) Q4 Forecast and draft management accounts 2024-25</li><li>• Agenda item 11 (b) Strategic planning day – draft agenda</li></ul>	
7.2	The CEO highlighted the importance of celebrating the excellent achievements of the College and acknowledged that the direction from Governing Body and the work of all of the staff attributed to these successful outcomes.	
8.	<b><u>Link Governor Visit – Reputation &amp; Community</u></b>	

8.1	<p>The Reputation &amp; Community Link Governor had met the Outreach and Digital Marketing Team to gain an understanding of the multifaceted way the College engages with its communities and how this was measured. The perception of the College both internally and externally was explored.</p> <p>The College was widely regarded by employers as a preferred provider of apprenticeships. Additionally, parents had expressed strong approval of the facilities. The College's reputation within the community continued to grow.</p> <p>Engagement with the Ravenscliffe Community Centre (The Gateway) had begun in January 2025. Recognising an opportunity to widen participation, the College Outreach Team initiated targeted community engagement to build trust and raise aspirations among local residents. The Link Governor commended the excellent work of the Team, noting that the Ravenscliffe partnership demonstrated how sustained, locally focused outreach could transform community attitudes toward education and create new progression routes for learners of all ages.</p> <p>The project was being expanded to other communities and the VPR&amp;C highlighted the College's impact across approximately 40 venues across the district. By embedding provision where it was most needed, the College was not only increasing participation but also reinforcing its mission to transform lives through education.</p>	
9.	<p><b><u>Data dashboard</u></b></p> <p>9.1 The DCEO F&amp;CS presented the final 2024-25 Data Dashboard, advising that it now included data from Q4 and had been reviewed by all of the Committees.</p> <p>9.2 Members were advised that the staff induction had moved to a modular format delivered over a period of weeks, rather than being condensed into two days. This was in response to staff feedback when the target was at times rendered unachievable due to the time limits it specified. Members were assured that all staff inductions were closely monitored to ensure they were completed in an appropriate time and that this would be demonstrated in the revised measure which had been put in place.</p> <p><b>Q. What actions are being taken to increase attendance?</b></p> <p>A. Attendance and student outcomes are scrutinised by the Q&amp;S Committee. Maths and English delivery has been decentralised to improve attendance in these areas and we have already seen progress being made. While student engagement remains</p>	

	<p>challenging to quantify, the consistently positive outcomes indicate a high level of effectiveness in our approach. The Q&amp;S Committee is cognisant of the underlying issues affecting attendance and appropriate monitoring measures are in place.</p>	
<b>Committee Reports</b>		
<b>10.</b>	<p><b><u>Audit Committee – 4 September 2025</u></b></p>	
10.1	<p>The Chair of the Audit Committee provided an update on:</p>	
10.2	<p><b>a) Draft minutes of the meeting – 4 September 2025</b></p> <p>These were included in the pack for information and background.</p>	
10.3	<p><b>b) Internal Audit Reports</b></p> <p>The following Internal Audit Reports were shared with Corporation for information and assurance:</p> <ul style="list-style-type: none"> <li>• The Governance- Strategic Planning report had an overall conclusion of <b>SUBSTANTIAL</b> assurance.</li> <li>• The Safeguarding report had an overall conclusion of <b>SUBSTANTIAL</b> assurance.</li> </ul> <p>The Audit Chair commended the positive outcome of the Safeguarding audit which reflected the College's prioritisation of safeguarding.</p>	
10.4	<p><b>c) RSAQ – for approval and signature</b></p> <p>The Audit Committee recommend the completed questionnaire to the Corporation for approval.</p> <p><b>RESOLVED:</b> The Regularity Self- Assessment Questionnaire was approved and would be signed by the Chair of Corporation and Accounting Officer.</p>	
10.5	<p><b>d) Annual GDPR Report</b></p> <p>The Audit Committee recommend the Annual GDPR Report to the Corporation for approval.</p> <p><b>RESOLVED:</b> The Annual GDPR Report is approved.</p>	
10.6	<p><b>e) Data Protection Policy</b></p> <p><b>f) Freedom of Information and Publication Policy</b></p>	

10.7	<p>The DCEO F&amp;CS advised that the Data Protection Policy and the Freedom of Information and Publication Policy had been revised into a policy and procedure format and no major changes had been made.</p> <p>Members requested that the DCEO F&amp;CS re-review both Policies in terms of the content, which had been split between the procedure and the policy itself. It was agreed that both Policies be re-presented to the Audit Committee in December.</p> <p><b>ACTION:</b> The DCEO F&amp;CS to re-review the Data Protection Policy and the Freedom of Information and Publication Policy and present them to the Audit Committee in December.</p>	DCEO F&CS
11.	<p><b><u>Search and Governance Committee – 25 September 2025</u></b></p> <p>11.1 The Chair of the Search &amp; Governance Committee provided an update on:</p> <p>11.2 a) <b>Draft minutes of the meeting – 25 September 2025</b> These were included in the pack for information and background.</p> <p>11.3 b) <b>Strategic Planning Event – draft agenda</b> The draft agenda for the Strategic Planning Event, due to take place in January 2026, was reviewed and a change was suggested to the sequencing of one of the agenda items. It was requested that the session on 'Project Change' be brought forward to allow for prioritisation of discussion.</p> <p><b>RESOLVED:</b> The Strategic Planning Event draft agenda is approved.</p> <p>11.4 c) <b>Annual Governance Report</b> The Chair provided members with highlights from the report. The overall average governor attendance had exceeded target at 87%. Equality, Diversity and Inclusion statistics indicated the majority of members were female. The Corporation as a collective had participated in 11 training courses. Improvements in training and development were encouraging, with members taking increased ownership of their CPD and having completed a record high of 173 individual training courses in 2024-25. The Chair commended the Board for the significant amount of training undertaken and encouraged members to continue to drive their own CPD.</p> <p>11.5 d) <b>Governance Quality Improvement Plan 2025-26</b></p>	

11.6	<p>The Chair provided an overview on the proposed Quality Improvement Plan for 25-26.</p> <p><b>RESOLVED:</b> The Governance QIP 2025-26 is approved.</p> <p><b>e) Changes to key governance documents</b></p> <p><u>Instrument and Articles of Government</u></p> <p>Two proposed changes had been identified in the annual review: the change of the Clerk's role title to Governance Director and the update to reflect the ESFA had become part of the DfE in April 2025.</p> <p><u>Standing Orders</u></p> <p>Six proposed changes had been identified as part of the review: consistency on voting rights for Co-opted Committee members, the change of the Clerk's role title to Governance Director and various changes to SPH's roles/titles.</p> <p><u>Governor's Code of Conduct</u></p> <p>Minor changes were suggested, including some alterations to the formatting: the change of the Clerk's role title to Governance Director and the update to reflect the ESFA had become part of the DfE in April 2025.</p> <p>The changes to the key documents are recommended by the S&amp;G Committee to the Corporation for approval.</p> <p><b>RESOLVED:</b> The changes to the three key documents are approved.</p>	
11.7	<p><b>f) Meeting dates 2026-27</b></p> <p>The Corporation reviewed the draft proposed schedule of the meeting dates for 2026-27 which had been circulated to Governors and the Executive prior to the meeting.</p> <p>It was agreed that any changes made to the draft meeting calendar would be reported at each Corporation meeting going forward.</p> <p><b>RESOLVED:</b> The proposed schedule of the meetings for 2026-27 is approved.</p>	
11.8	<p><b>g) Training and Development Policy for Governors</b></p> <p>The Training and Development Policy for Governors had been updated to reflect the change of the Clerks role title to Governance</p>	

	<p>Director and the policy wording had been revised to reflect a more advisory, rather than compulsory, tone.</p> <p><b>RESOLVED:</b> The Training and Development Policy for Governors is approved.</p>	
<b>12.</b>	<b><u>Quality &amp; Standards Committee – 2 October 2025</u></b>	
12.1	<p>The Chair of the Quality &amp; Standards Committee provided an update on:</p>	
12.2	<p><b>a) Minutes of meetings – 2 October 2025</b></p> <p>These were included in the pack for information and background.</p> <p>The Q&amp;S Chair advised that the following policies had been reviewed and scrutinised by the Quality &amp; Standards Committee and were being presented to the Corporation for approval:</p>	
12.3	<p><b>b) Bradford College Complaints Policy</b></p> <p>The Bradford College Complaints Policy Complaints Policy had been updated to reflect the change in reference from the ESFA to the DfE.</p> <p><b>RESOLVED:</b> The Bradford College Complaints Policy is approved.</p>	
12.4	<p><b>c) Safeguarding Child and Vulnerable Adult Protection Policy</b></p> <p>The Safeguarding Child and Vulnerable Adult Protection Policy had been updated in line with the latest release of Keeping Children Safe in Education (KCSiE) 2025.</p> <p><b>RESOLVED:</b> The updated Safeguarding Child and Vulnerable Adult Protection Policy is approved.</p>	
12.5	<p><b>d) Annual Safeguarding Report 2024-25</b></p> <p>The Annual Safeguarding Report 2024-25 evidenced the College's compliance with statutory duties in respect of Safeguarding during the academic year 2024/25. The Q&amp;S Committee recommend the Annual Safeguarding Report 2024-25 to Corporation for approval.</p> <p>Members requested two areas of the report be amended in the interests of clarification.</p>	

12.6	<p><b>RESOLVED:</b> Subject to the suggested changes, the Annual Safeguarding Report 2024-25 is approved. <i>sw/L</i></p> <p><b>e) 2024-25 Progress/Achievement Report</b></p> <p>Overall, the college's achievement profile for 2024-25 was in line with targets and predictions and delivered an overall improving trend. Q&amp;S members had noted the strong performance in each area and commended the improvement in comparison to both national rates and the 2023-24 internal achievement position.</p> <p>It had been noted that the College had seen a significant increase in students entering at Level 1, the majority of whom were from IMD1 and IMD2 backgrounds and typically had lower prior attainment. Despite this, the College's progress rates exceeded national benchmarks.</p> <p>The Q&amp;S Chair advised that the 2024-25 Progress/Achievement report presented to Corporation had been revised, following a request made by the Committee for it to better reflect Student demographics and to acknowledge the substantial efforts made by the College in refining processes, setting appropriate targets, and conducting robust analysis to drive improvement.</p> <p>The Corporation commended the outstanding results in progress and achievement.</p>	
12.7	<p><b>Q. How are we preparing for the complexities linked with our increased intake of students at Level 1?</b></p> <p>A. The College continually strives to enhance the student experience. We are reviewing how we can enhance accommodation, teaching and learning, safeguarding practices, and the effective use of assistive technology to maintain strong support for our students.</p>	
12.8	<p><b>Q. What is being done to promote the College to potential students?</b></p> <p>A. Our upcoming Open Day has a record number of pre-bookings. National Qualification Achievement Rate data for last year revealed the College as one of England's top five large Further Education Colleges for apprenticeship achievement rates and the best performing large college in Yorkshire. This is being promoted on billboards and captured through digital marketing campaigns.</p>	
12.9	<p><b>f) Student Union Speech</b></p>	

	<p>Following an incident that had taken place outside of the ATC building the previous week, the Student Union President gave a speech on how the incident had negatively impacted students.</p> <p>Members had previously been made aware of the College's response to the incident and acknowledged the shared collective responsibility and the proactive approach that had been taken by the relevant teams directly after. The VPR&amp;C advised that staff presence had been increased in the most affected areas on the day and the following days. Rather than issue a public statement, information had been communicated through Student Services and individual departments to enable tutorials to be conducted to support students and address the issues that were being raised.</p> <p>12.10 The CEO advised that the SLT would take the comments on board in relation to the Student Union body requirement to be included in communications from the Critical Incident Management Team and that future communications would be considered on a case-by-case basis, where relevant and beneficial to Students.</p> <p>The VPR&amp;C advised that the SLT review the critical incident policy with every event/incident to ensure policy compliance and crisis communications are meeting the learner needs in a timely way. These operational communications would not require governance oversight. Where changes to the policy were identified in these reviews, they would then feedback through to the governing body for review and input via policy amendments. Where there are reflective post event communications, the SLT agreed there may be occasions when additional reassurance from the governing body is beneficial, and would include those where appropriate and timely.</p>	
<p><b>13.</b></p> <p>13.1</p> <p>13.2</p> <p>13.3</p>	<p><b><u>Finance &amp; General Purposes Committee - 9 October 2025</u></b></p> <p>The Chair of the Finance &amp; General Purposes Committee provided an update on:</p> <p><b>a) Minutes of meetings – 9 October 2025 - Inc CSIG minutes</b></p> <p>These were included in the pack for information and background.</p> <p><b>b) Student Recruitment</b></p> <p>The F&amp;GP Chair signposted members to the Student Recruitment section of the F&amp;GP minutes, emphasising the continued challenges with HE recruitment.</p> <p><i>PB/L</i></p>	

13.4	<p><b>c) Draft Management Accounts (2024-25)</b></p> <p>The College's position of 'Good' Financial Health had not changed, however, the EBITDA percentage of income had reduced to 6.62%, compared to the annual budgeted figure of 7.17%. Though the position of EBITDA excluding restructuring costs was 7.4%, versus a budget of 7.3%. Some of the reduction from the previous report of EBITDA of £4.78m was due to higher than anticipated restructuring costs. This was particularly impacted by pension strain.</p> <p>Staff costs were £0.47m adverse to budget for the year. This was a result of the pay rise being 0.5% higher than budgeted and the one-off payment made in July. Non-pay costs were £0.87m favourable to budget, driven by several factors, including a one-off VAT refund of £0.62m and £0.21m of costs covered by Capital Grant funding.</p> <p>At the end of July, the cash position was £6.06m ahead of budget; primarily driven by £10.21m lower net capital expenditure year to date. It was expected that all covenants would be met.</p>	
13.5	<p><b>d) FE Fees Policy 2025/26</b></p> <p>The FE Fees Policy had been updated to reflect the removal of A-level fees from appendix 2 as A-levels were no longer offered, the reference to the ESFA had been changed to the DfE and a link to old funding information had been removed.</p> <p>It was noted that the FE Fees policy was being recommended for approval by both the F&amp;GP and Q&amp;S Committee.</p> <p><b>RESOLVED:</b> The FE Fees Policy 2025/26 is approved.</p>	
13.6	<p><b>d) Health and Safety Policy</b></p> <p>The Health and Safety Policy had been updated to reflect the change in ownership and title and the addition of correct review owners and it was being recommended for approval by the F&amp;GP Committee.</p> <p><b>RESOLVED:</b> The Health &amp; Safety Policy is approved.</p>	
13.7	<p><b>e) Disciplinary Policy</b></p> <p>The Disciplinary Policy had been updated to reflect various title changes and was being recommended for approval by the F&amp;GP Committee.</p>	

	<p><b>RESOLVED:</b> The Disciplinary Policy is approved.</p> <p><b>f) Grievance Policy</b></p> <p>The Grievance Policy had been updated to reflect various title changes and was being recommended for approval by the F&amp;GP Committee.</p> <p><b>RESOLVED:</b> The Grievance Policy is approved.</p>	
13.8	<p><b>g) UCU Pay Claim</b></p> <p>The F&amp;GP Chair advised that on the 9 September, the College received a UCU pay claim from the local branch which was formed of two parts, the first part being about pay: requesting a 10% or £3,000 increase in pay, whichever was greater. The second part was requesting support for a national settlement for Further Education workload and addressing pay gaps, along with a request for a joint position to bring fully funded national bargaining, with binding outcomes to the FE sector. A response letter had been issued by the College. The first pay negotiation meeting had just taken place and further meetings were scheduled up until December 2025.</p>	
13.9	<p><b>h) Appleton Building</b></p> <p>The F&amp;GP Chair advised that an updated valuation of Appleton had been received of £0.3m. The offer received was in line with the recent revised valuation and, given the risks and increasing cost of maintaining the now derelict building, the F&amp;GP Committee were proposing that the offer was accepted. It was currently estimated that costs of maintenance were exceeding £35k per annum, and the ability to obtain insurance for the building was becoming increasingly difficult.</p> <p>The acceptance of the offer of £0.3m and the approval of the sale of Appleton Building was being recommended for approval by the F&amp;GP Committee.</p> <p><b>RESOLVED:</b> The acceptance of the offer of £0.3m and the sale of Appleton Building is approved.</p>	

<b>Risk</b>	
14.	<b><u>Strategic Risk Monitoring</u></b>
14.1	The Corporation received the strategic risk register for which they have oversight. Each Committee had reviewed the risks, overarching risks had not changed since it was last presented.

<b>Reports from Subsidiaries/Committees*</b>		
<b>15.</b>	The minutes from the following were shared within the meeting papers for information:  15.1 a) Equality & Diversity Committee- 8.5.25 b) Health, Safety & Welfare Committee- N/A c) Joint Consultative Committee- 19.6.25	
<b>Matters to note</b>		
<b>16.</b>	<b>Any other business</b>  16.1 The Chair advised that the Skills Link Governor area had now been split into 4 categories, which were Apprenticeships, Apprenticeships-levy funding, Curriculum and Employer-how we work with local employers. Members were advised that the provision of Link Governors for Skills will be crucial to achieving a strong skills judgement by Ofsted.  16.2 The Chair requested any expressions of interest be sent to the GD.  16.3 There was no other business.  16.4 The Chair closed the meeting at 18:53.	
<b>17.</b>	<b>Meeting Evaluation</b>  17.1 Link to the meeting evaluation form to be circulated via email.	<b>DGD</b>

Approved by the Corporation:

**J. Williams**

**11.12.25**

Signed by the Chair      Date

### Agreed Actions

No	Minute	Action	Who?
1	10.7	The DCEO F&CS to re-review the Data Protection Policy and the Freedom of Information and Publication Policy and present them to the Audit Committee in December.	DCEO F&CS
5	17.1	Link to the meeting evaluation form to be circulated via email.	DGD