

**MINUTES OF THE MEETING OF THE CORPORATION MEETING
HELD: on Thursday 11 December 2025 at 16:00 hours in
4F07 DHB Boardroom**

Present:	In Attendance:
John Williams (Chair)	Richard Lewis (RSM) (Via MS Teams)
Paul Birtles (Vice Chair) (via MS Teams)	Chris Malish (DCEO, Finance & Corporate Services)
Chris Webb (CEO)	Sarah Applewhite (Vice Principal Quality, Teaching & Learning)
Billy Khokhar	Liz Leek (DCEO, Quality & Curriculum)
Lendy Ho	Sarah Towan (Vice Principal Recruitment & Communications)
Umar Rafique	Alina Khan (Vice Principal Equality, Diversity & Inclusivity)
Gavin Hamilton (via MS Teams)	Allison Booth (Governance Director)
Tony Bullock	Rachel Henry (Deputy Governance Director)
Maqadas Bashir	
David Merrett	
Fiona Thompson	
Bulbul Barrett	
Shahnaz Anwar-Bleem	
Mussarat Ali	
Barbara Mangan	
Apologies	
Kimberley Virr	
Sharon West	

The quorum was 8 governors

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

Item	Action
1. Audit Management Letter/ Letters of representation/ Annual Report and Financial Statements	
1.1 RSM took the Corporation through a tour of the Financial Statements and the Audit Management letters.	
1.2 The key items highlighted by RSM were: <ul style="list-style-type: none"> • The governors report - relating to public benefit and how this had been delivered. • Governance and internal control - information relating to the work of the Audit Committee and the assurance they offer the Corporation. • Budget and Cash flow forecasts had been examined by the Corporation and its conclusion was that the College is a going concern. RSM agreed with this conclusion. • The audit opinion - RSM's opinion was that the financial statements: 	

	<ul style="list-style-type: none"> ○ gave a true and fair view of the state of the College’s affairs as at 31 July 2025 and of the College’s surplus of income over expenditure for the year then ended; ○ had been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and ○ had been prepared in accordance with the Accounts Direction issued by the Department for Education. <ul style="list-style-type: none"> ● Based on the advice of the Audit Committee and the Accounting Officer, the Corporation is of the opinion that the College has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for <i>“the effective and efficient use of resources, the solvency of the institution and the body and the accountability for how it spends public funds”</i>. ● The Pension Fund assumptions had been benchmarked across the sector and showed no evidence of bias by the management. ● The next scheme valuation for the Local Government Pension Scheme had been scheduled for 31 March 2025, with the new employer contribution rates applicable from 1 April 2026. ● Capital investment - the College invested £17.6m in fixed asset additions during the year 2024-25. £1.7m of the fixed asset additions were self-funded. ● Reserves – the College reserves amounted to £95.8m and it held £16.7m in cash and bank balances at the year end. £8.0m of cash and bank balances at the year-end have been received from DfE in advance of spend on capital projects. ● The College referenced the Managing Public Money document (MPM), though the main document to refer to is the College Financial Handbook 2024. ● The College calculated and reported covenants to the bank and the bank continues to be supportive of the College. The College met all its projected cashflow covenants during the financial year and is forecasting to meet these covenants for planning period to July 2028. ● As at 31 July 2025, the cumulative unspent 16-19 discretionary and vulnerable bursary funds and FEFM funding is £0.5m, of which £nil relates to funds that are in scope to be returned to DfE in March 2026. ● The audit opinion was expected to be unqualified. ● The regularity opinion was expected to be unmodified. 	
1.3	The Letters of Representation were provided for signing by the Chair and Accounting Officer at the same time as the Financial Statements.	
1.4	RESOLVED: That the Letters of Representation and Financial Statements are approved for signing, subject to any final amendments.	

1.5	<i>A separate confidential minute was recorded – see annex.</i>	
Housekeeping		
2.	Chair’s Welcome and Introductions	
2.1	The Chair welcomed everyone to the meeting.	
3.	Apologies for Absence, Disclosures of Interest and Written Resolution(s), Chairs action and use of the seal	
3.1	Apologies for absence were noted for Kimberley Virr and Sharon West.	
3.2	There were no disclosures of interest.	
3.3	<p><u>Written Resolutions</u></p> <p>The following Written Resolutions were passed on the 26 November 2025:</p> <ul style="list-style-type: none"> • That Pauline Hughes be appointed as a Co-opted member of the Quality & Standards Committee for an initial term of 1 year, from January 2026. • That Mohammed Qasim be appointed as an independent governor for a term of four years from January 2026 and that he also joins the Quality & Standards Committee. • That Gemma Simmons- Blench be appointed as an independent governor for a term of four years from January 2026 and that she also joins the Quality & Standards Committee. 	
3.4	<p><u>Use of the Seal</u></p> <p>There had been no use of the seal.</p>	
4.	Minutes of the meeting held on 16 October 2025	
4.1	The minutes of 16 October 2025 including the confidential annex were approved as an accurate record to be signed by the Chair.	
5.	Matters arising	
5.1	The Matters Arising Report was reviewed and it was noted that all matters were complete.	
Effective Governance (SR2, SR8, SR9)		
6.	Succession Planning	

<p>6.1</p> <p>6.2</p>	<p>The GD advised that the Vice Chair’s tenure was now coming to the end of the 2-year term. The Vice Chair had previously advised that he would like to step away as an Independent Governor in July 2026, at the end of his second term. The GD requested that any expressions of interest in the role be submitted to the Governance Office. Members agreed that in the interim, the Vice Chairs tenure should be extended until July 2026, to allow sufficient time for a new Vice Chair to be appointed.</p> <p>RESOLVED: The Vice Chair’s tenure be extended until July 2026.</p>	
<p>7.</p> <p>7.1</p>	<p>Chief Executive Officer’s Report</p> <p>The CEO signposted the Governors to the following papers as part of the pack, highlighting their importance:</p> <ul style="list-style-type: none"> • Agenda Item 1: Audit Management Letter/ Letters of representation/ Annual Report and Financial Statements • Agenda Item 12 (d): UCU Pay Claim • Agenda Item 10 (c+d): College Self-Assessments and Quality Improvement Plans 	
<p>Link Governor</p>		
<p>8.</p> <p>8.1</p>	<p>Link Governor Visit – Safeguarding</p> <p>The Safeguarding Link Governor had met with members of the Safeguarding and Wellbeing Team who had outlined their processes when working with students and how the College complied with the requirements of Keeping Children Safe in Education 2025.</p> <p>Two students had shared their lived experience within the College and how the Safeguarding and Wellbeing Team had supported them; one with a safeguarding disclosure and the other with experience of the Care system. It was noted that the interventions that had been put in place were bespoke, appropriate, agile and empathetic and that the students involved had become unofficial champions of the service and had been empowered to signpost other students to the appropriate support.</p> <p>The next visit in this area would focus on the training materials that had been put in place for staff working in this area.</p> <p>The Chair acknowledged the value of Link Visits and the great opportunities available, and encouraged members to engage with their links.</p>	

<p>9.</p> <p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p>	<p>Data dashboard 2025-26</p> <p>The new 2025-26 Data Dashboard was presented which provided an overview of the Q1 position, aligned with the Committees and linked directly to the strategic objectives. The DCEO F&CS advised that F&GP Q1 forecast was in draft and a finalised position would be presented at the F&GP Committee in January.</p> <p>Members queried why the target for <i>Curriculums are delivered through a Culturally Responsive Lens, supporting the exploration of themes such as anti-racism, LGBTQ+ communities, inclusion and social justice</i> had an outcome of 0%. The VPED&I advised that at the point of writing, Maths and English were the only curriculum areas that had been scrutinised through the QER process and no evidence of cultural responsivity had been seen. This had been picked up in Performance Reviews, where departments were encouraged to incorporate cultural responsivity within their planning and delivery.</p> <p>Members requested that the 2024-25 end of year position for the SO1 indicators be added to the Data Dashboard as a comparator.</p> <p>ACTION: The VPED&I to add the 2024-25 end of year position for the SO1 indicators to the Data Dashboard.</p>	<p>VPED&I</p>
<p>Committee Reports</p>		
<p>10.</p> <p>10.1</p> <p>10.2</p> <p>10.3</p>	<p>Quality & Standards – 27 November 2025</p> <p>The Chair of the Quality & Standards Committee provided an update on:</p> <p>a) Draft Minutes of meeting – 27 November 2025</p> <p>These were included in the pack for information and background.</p> <p>b) SEND Annual Report</p> <p>The DSL had provided the Committee with an overview of the Annual SEND report 2024-25 which informed of the key headlines, outcomes and compliance around learners with SEND (Special Educational Needs and Disabilities), including High Needs learners.</p> <p>The Chair noted that the Report was submitted to the Local Authority and published on the College website and requested it also be shared with the West Yorkshire Combined Authority.</p> <p>RESOLVED: The Annual SEND Report is approved.</p>	

10.4	<p>c) FE Self-assessment & Quality Improvement Plan</p> <p>Two governors had been involved in the validation process for the FE self-assessment and it was noted that the process had been robust, the documents had been well written and the data presented had been debated and closely scrutinised by the Q&S Committee.</p> <p>The FE self-assessment proposed an overall effectiveness judgement of 'Outstanding'. This judgement was reached by a validation panel that met in November 2025.</p>	
10.5	<p>Members queried why there was no direct reference to the gradings from the 2024 Ofsted inspection and the progress made since, within the FE Self-assessment & Quality Improvement Plan. The VPQT&L advised that this was not a mandatory requirement and had not been practised previously. The areas of improvement from the Ofsted inspection were included in both the self-assessment and QIP and were also included in the performance review mechanisms.</p> <p>Numerous improvements had been made since the inspection. The self-assessment provided a summative picture of position of the College at the end of the 2024-25 academic year. It also captured achievement and progress measures post-Ofsted. The VPQT&L advised that clarity on the new Ofsted Inspection Framework and gradings would be captured in the FE Self-assessment & Quality Improvement Plan 2025-26.</p>	
10.6	<p>Members discussed the significance of the Skills Judgement and the requirement for Skills Link Governors and were advised that this would be an area of focus over the next few months. The new Ofsted Framework was also a focus and training for Governors would be considered when there was more information available. It was agreed that the Skills Link Governor allocation would be addressed at the Strategic Planning Event.</p>	
10.7	<p>RESOLVED: The FE Self-assessment 2024-25 & Quality Improvement Plan 2025-26 is approved.</p>	
10.8	<p>d) HE Self-assessment & Quality Improvement Plan</p> <p>The HE self-assessment proposed an overall judgement of Silver, with Silver for Student Experience and Bronze for Student Outcomes with outstanding features. It was noted that the College was already making strides towards Gold for some key judgements.</p> <p>The Q&S Committee had scrutinised the key judgements at length. The Committee had agreed that the assessment be recommended to Corporation but that it was to be highlighted that the bronze, silver,</p>	

	and gold ratings formed a continuum and that a significant upward movement had been achieved, indicating a positive trajectory.	
10.9	<p>Q. Why is the plan for the College’s HE Offer not included in the HE Self-assessment?</p> <p>A. The way the HE Self-Assessment is written is quite prescribed, as it requires a response on each of the judgements of the Teaching Excellence Framework. The development plan around HE (Project Change) is a separate piece of work and is on the agenda for discussion at the Strategic Planning Event.</p>	
10.10	<p>In response to a query regarding the substantial reference to External Examiner comments within the HE Self-assessment, the VPQT&L advised that these were central to the quality assurance process in HE and were key pieces of evidence in proving the judgements that had been made. The Q&S Vice Chair advised that the External Examiner Verification Reports were highlighted within the Q&S meeting minutes.</p> <p>Members discussed the complexity of the quality assurance mechanisms associated with FE and HE and considered if there should be training made available for the Governors who do not sit on the Q&S Committee. The Q&S Chair suggested that this could be addressed by more detailed reporting and requested that going forward, the HE Self-assessment & Quality Improvement Plan be more explicit as to how the process was carried out and how/why the outcomes had been reached.</p>	
10.11	<p>RESOLVED: The HE Self-assessment 2024-25 & Quality Improvement Plan 2025-26 is approved.</p>	
10.12	<p>Members requested that a summary document of the précised strengths and weaknesses from the FE and HE self-assessments was developed to allow members to look at the outcomes at a glance. The VPQT&L advised that this would be considered.</p>	
10.13	<p>ACTION: The VPQT&L to consider the creation of a summary document of the précised strengths and weaknesses from the FE and HE self-assessments.</p>	VPQT&L
10.14	<p>e) The Character of the College</p> <p>The report characterised the College’s offer for 2025/26 by learner volume and demographic interactions. It was recognised as crucial in enabling Governors and the college’s Senior Leadership Team to make decisions about the curriculum offer and to explore opportunities and risks as it sets priorities for the years ahead.</p>	

<p>10.15</p>	<p>The dataset demonstrated that under-representation continued to exist by gender and ethnicity across different subject sector areas. It highlighted areas of curriculum which had particularly high levels of students from disadvantaged backgrounds or with learning disabilities. As a result, it supported the College in ensuring resources for student support were appropriately allocated.</p> <p>Additional Reporting from the Q&S Committee</p> <p>The Chair highlighted that the ABDO/Ophthalmics team had achieved outstanding national recognition. Being ranked first nationally for teaching and learning, second for academic support, second for student support, and being the only FE provider to achieve these top positions.</p> <p>The Q&S Committee had requested that a letter be circulated to all staff, on behalf of the Governing Body, to convey their gratitude, which should acknowledge the level of hard work and thank them for their contributions to the positive outcomes that were being achieved. It was agreed that this recognition should also be reflected in the Chair’s address at the Winter Staff Conference. The letter had been approved by the Chair and would be communicated to staff through the weekly College Communications.</p>	
<p>11.</p> <p>11.1</p> <p>11.2</p> <p>11.3</p>	<p>Audit Committee – 4 December 2025</p> <p>The Audit Vice-Chair provided an update on:</p> <p>a) Draft minutes of meeting – 4 December 2025</p> <p>These were included in the pack for information and background.</p> <p>Q. Will JISC or TIAA be validating Cyber Essentials self- assessment? A. JISC will undertake penetration testing and ensure adequate protections are in place with regards to cyber security. They will also provide a judgement on our Cyber Essentials self-assessment.</p> <p>b) Internal Audit Reports</p> <p>The Audit Vice-Chair drew members’ attention to the Internal Audit Reports:</p> <ul style="list-style-type: none"> • The Assurance Review of HR Recruitment and Retention report had an overall conclusion of SUBSTANTIAL assurance. • The Assurance Review of Admissions and Recruitment report had an overall conclusion of SUBSTANTIAL assurance. 	

<p>11.4</p>	<ul style="list-style-type: none"> • The Key Financial Controls - Treasury Management report had an overall conclusion of SUBSTANTIAL assurance. <p>c) Audit Committee Annual Report</p> <p>The Audit Committee Annual Report summarised the work of the Audit Committee during the 2024-25 financial year and the Audit Committee was of the opinion that for 2024-25:</p> <ul style="list-style-type: none"> • The Committee had operated effectively and had considered issues in detail; • The College’s assurance arrangements; framework of governance; risk management and control; and processes for securing economy, efficiency and effectiveness were adequate and effective and reviewed regularly. <p>As the Annual Audit Report supported the Financial Statements, the GD advised that it was being recommended to Corporation for approval, subject to any required revisions in January.</p> <p>RESOLVED: The Audit Committee Annual Report is received by the Corporation ahead of the Financial Statements.</p>	
<p>11.5</p>	<p>d) GDPR Policy e) Freedom of Information Policy</p>	
<p>11.6</p>	<p>At Corporation in October, members had requested that the DCEO F&CS re-review the GDPR and FOI Policies in terms of the content, which had been split between the procedure and the policy itself. It had been agreed that the Policies be re-presented to the Audit Committee in December. The Policies had been re-reviewed by the Audit Committee and were being recommended to Corporation for approval.</p>	
<p>11.7</p>	<p>RESOLVED: That the GDPR and FOI Policies are approved.</p>	
<p>12.</p> <p>12.1</p> <p>12.2</p>	<p>Finance & General Purposes Committee – 4 December 2025</p> <p>The Finance & General Purposes Chair provided an update on:</p> <p>a) Draft minutes of meeting – 4 December 2025 – Including CSIG minutes of 29 September (for information)</p> <p>These were included in the pack for information and background.</p> <p>b) Modern Slavery Act Statement</p>	

<p>12.3</p> <p>12.4</p> <p>12.5</p> <p>12.6</p>	<p>The College was required to publish a Modern Slavery Act Statement on an annual basis. The F&GP Chair presented the statement for 2024-25, noting the activity that the College had undertaken to assure itself that modern slavery and human trafficking was not evident in its supply chains or in any part of its business.</p> <p>RESOLVED: The Modern Slavery Act Statement is approved and can be signed before publishing on the College website.</p> <p>c) Student recruitment</p> <p>The F&GP Chair advised that there had been strong enrolment for 16-18 study programmes. Adult recruitment to vocational, ESOL, English and Maths programmes also appeared strong. In HE, as forecasted, new starts were below target. Apprenticeship starts had been lower in the first three months, whilst carry in figures were in line with the budget. The F&GP Chair drew members' attention to the current risks associated with student recruitment, particularly with regards to HE, and the potential financial impact. Also, to anticipated governmental changes with regards to NEETS.</p> <p>Q. Are we in a position to respond to what is likely to be mandated by government in terms of NEETS provision?</p> <p>A. We will need to lobby the Local Authority, WYCA and the DfE for more capital funding so that we are more able to provide the physical resources required to house increased NEETS provision. In terms of the curriculum, there is likely to be a huge shift, as this provision moves from being within the remit of the DfE to that of DWP.</p> <p>d) UCU Pay claim</p> <p><i>This item was discussed under item 16- see confidential annex</i></p>	
<p>13.</p> <p>13.1</p>	<p>Health & Safety Annual Report</p> <p>The DCEO F&CS provided a summary of the Health and Safety Annual Report:</p> <p>There had been 436 accidents recorded during 2024/25. Like the previous year, the highest classification of accidents related to students with underlying health conditions, predominantly those with an EHCP and vulnerable adults in DHB.</p> <p>There were 2 RIDDOR reportable accidents in the year.</p> <p>There were no serious accidents related to student trips and visits in the year, only minor incidents.</p>	

13.2	<p>The College was awarded the RoSPA Sector Award in the education and training sector for health and safety performance during the period January to December 2024. This was recognised an outstanding achievement with many of the submissions coming from leading global organisations.</p> <p>RESOLVED: That the Health and Safety Annual Report is noted.</p>	
Risk		
<p>14.</p> <p>14.1</p> <p>14.2</p> <p>14.3</p> <p>14.4</p>	<p>Strategic risk monitoring</p> <p>The Corporation received the risk register. Each committee had reviewed the risks for which they have oversight.</p> <p>Members requested that the scoring of SR7, last updated in February 2025, be revisited to ensure relevance and appropriateness.</p> <p>ACTION: The VPQT&L to review the scoring of SR7 prior to the next Q&S meeting.</p> <p>The Chair suggested that an update of SR12 be considered within the closed session.</p>	<p>VPQT&L</p>
<p>15.</p> <p>15.1</p> <p>15.2</p>	<p>A.I. Policy</p> <p>The DCEO F&CS introduced the new AI Policy advising that it was in draft, as further refinement was required to separate the policy and procedure aspects. The policy would then be presented to the ED&I committee and would then require approval from the SLT.</p> <p>Since creation of the draft Policy, three sets of guidance had been issued, including JISC’s guide on a framework of AI within Colleges. These would all be used to support the development of a wider structure of AI policies, processes and guidance & training. A policy covering 'business/admin use of AI' would also be written to complement the existing draft policy relating to academic work.</p> <p>Q. Is the College going to be more specific in its promotion of certain AI tools and more positive in terms of recommending particular platforms?</p> <p>A. Absolutely. Following the release of further guidance on AI usage, staff are now bringing together various strands of policy under an AI Framework. The Policy shared here provides basic information to students and staff on accepted use; it therefore doesn’t capture all the potential opportunities related to AI nor the College’s strategic approach to investment in AI tools. This will be picked up in other policies sitting under the overarching Framework.</p>	

15.3	<p>The DCEO F&CS advised that an increase in proactive use was evident and it was hoped that the supporting AI Framework being established would sustain and develop this.</p> <p>Members had an in-depth discussion on AI detection and the need for changes in assessment to address this fast-changing landscape. Also, on the risks associated with AI and how students and staff could be best supported through a dynamic approach.</p>	
Closed session with independent governors		
16.	<p><i>The CEO, Executive, Governance Director, Staff and Student governors left the meeting.</i></p> <p><i>Governors agreed that the Deputy Governance Director should remain throughout the confidential session.</i></p> <p><i>A separate confidential minute was recorded – see annex.</i></p>	
16.1	<p>Remuneration Committee – 13 November 2025</p> <p>a) Draft Minutes of meetings – 13 November 2025</p> <p>These were included in the pack for information and background.</p>	
16.2	<p>b) SPH Remuneration Annual Report</p> <p>The Committee had reviewed the draft Senior Post Holder Remuneration Report covering the twelve-month period to 31 July 2025 and had agreed its contents.</p> <p>The Senior Post Holder Remuneration Annual Report is recommended to the Corporation for approval prior to publication on the College website.</p> <p><i>L/GH</i></p>	
16.3	<p>RESOLVED: The SPH Remuneration Annual Report is approved.</p>	
16.4	<p>c) SPH Procedures</p> <p>In May 2024, the Remuneration Committee conducted a review of the SPH Capability Procedure and had engaged in an in-depth discussion regarding suggested changes in wording, as well as the Procedure’s purpose, use and alignment with the SPH Disciplinary Procedure. Members had considered it prudent to seek legal guidance on the SPH Capability Procedure in order to gain some clarity on its purpose, legality and the use of language within, as well as to further consider how it fit within the suite of current SPH Procedures.</p>	

	<p>The GD had sought legal advice, with Eversheds recommending that a similar approach was adopted to what was in place for staff; namely separating the SPH Capability Procedure into a SPH Sickness Absence Procedure and an SPH Performance Management Procedure. The Committee had recognised the value of creating the Procedures nuanced to Senior Post Holders and noted that these should replicate the Procedures for staff where appropriate.</p> <p>At the Remuneration Committee meeting in May 2025, the Corporation Chair had advised members that there would now need to be a consultation process with the Senior Post Holders on the three related Procedures. The SPH's had since reviewed and agreed the three procedures. Therefore, they were now be recommended to Corporation for approval.</p> <p>Members requested that clarification of each of the SPH's designated Line Managers be added to the Procedures, in recognition that the Chair line managed the CEO and GD, while the day-to-day line management of the two DCEOs was designated to the CEO.</p>	
16.5	<p>ACTION: The GD to add the SPH's designated Line Managers to the Procedures as a footnote.</p>	GD
16.6	<p>Members agreed that appropriate training be provided to panel members should the procedures ever require implementing.</p>	
16.7	<p>RESOLVED: Subject to the aforementioned changes, the SPH Policies are approved.</p>	
16.8	<p>Members commended the substantial amount of work undertaken on the Procedures.</p>	
Annexed Reports- for information		
17.	<p>The following reports were annexed for information:</p>	
17.1	<p>17a. HR Recruitment and Retention 17b. Admissions and Recruitment 17c. Key Financial Controls - Treasury Management 17e. School of Art Relocation- Post Project Review</p>	
Reports from Subsidiaries/Joint Ventures/Committees*		
18.	<p>The minutes from the following were shared within the meeting papers for information:</p>	
18.1	<p>a) Equality & Diversity Committee - N/A b) Health, Safety & Welfare Committee -N/A c) Joint Consultative Committee – N/A</p>	

Matters of note		
19.	Any other business	
19.1	There was no other business.	
19.2	The meeting closed at 18:30.	
20.	Meeting Evaluation	
20.1	Link to the meeting evaluation form to be circulated via email.	DGD

Approved by the Corporation:

J. Williams

26.03.2026

Signed by the Chair

Date

Agreed Actions

No	Minute	Action	Who?
1	9.4	The VPED&I to add the 2024-25 end of year position for the SO1 indicators to the Data Dashboard.	VPED&I
2	10.13	The VPQT&L to consider the creation of a summary document of the précised strengths and weaknesses from the FE and HE self-assessments.	VPQT&L
3	14.3	The VPQT&L to review the scoring of SR7 prior to the next Q&S meeting.	VPQT&L
4	16.5	The GD to add the SPH's designated Line Managers to the Procedures as a footnote.	GD
5	20.1	Link to the meeting evaluation form to be circulated via email.	DGD