

**MINUTES OF THE MEETING OF THE CORPORATION MEETING
HELD: on Thursday 26 March 2026 at 16:00 hours in 4F07 DHB Boardroom**

Present:	In Attendance:
John Williams (Chair)	Chris Malish (DCEO, Finance & Corporate Services)
Chris Webb (CEO)	Liz Leek (DCEO, Quality & Curriculum)
Billy Khokhar	Sarah Applewhite (Vice Principal Quality, Teaching & Learning)
Lendy Ho	Sarah Towan (Vice Principal Recruitment & Communications)
Gavin Hamilton	Alina Khan (Vice Principal Equality, Diversity & Inclusivity)
David Merrett	Allison Booth (Governance Director)
Fiona Thompson	Rachel Henry (Deputy Governance Director)
Bulbul Barrett	Richard Lewis (RSM) (Item 15)
Shahnaz Anwar-Bleem	
Mussarat Ali	
Barbara Mangan (via MS Teams)	
Kimberley Virr	
Sharon West (via MS Teams)	
Gemma Simmons-Blench (via MS Teams)	
Rajia Khokhar	
Maqadas Bashir	
Apologies	
Paul Birtles	
Umar Rafique	
Tony Bullock	
Mohammad Qasim	

The quorum was 8 governors

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

Item	Action
Strategic Conversation	
1.	Who is the college?
1.1	<p>How do governors understand and articulate who is in our college and the stories they bring with them?</p> <p>How do members assure themselves that the college can meet those needs now and in the future?</p> <p>The DCEO Q&C and the VPQ&T&L gave a presentation that focused on the identity of the College. Members reflected on the diversity of the students the College serves and the stories they bring with them, and considered how they could be confident that the College was equipped to meet those students' needs now and into the future.</p>

	<p>Members took part in an activity reviewing a series of student case studies, exploring the individual needs highlighted and discussing how the College could best support those learners.</p> <p>The DCEO Q&C advised that the feedback that members had provided would be woven into future reporting.</p> <p>The Chair thanked the DCEO Q&C and the VPQT&L for their presentation and members agreed it had informed some very helpful discussion.</p>	
Housekeeping		
2.	Chair's Welcome and Introductions	
2.1	The Chair welcomed everyone to the meeting and introductions were made. Due to the availability of RSM and the closed session, there were some changes to the sequence of the agenda.	
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 Paul Birtles, Umar Rafique, Tony Bullock and Mohammad Qasim.	
3.2	There were no disclosures of interest.	
3.3	<p><u>Use of the Seal</u></p> <p>The seal was applied and authenticated by John Williams (Chair) and Chris Webb (CEO) on 12 February 2026 to sign:</p> <ul style="list-style-type: none"> • TR1 (HM Land Registry Document- Appleton Building) 	
4.	Minutes of the meeting held on 11 December 2025.	
4.1	The minutes of 11 December 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 one action was not yet due and all other matters were complete.	
Effective Governance (SR2, SR8, SR9)		
6.	Chief Executive Officer's Report	

6.1	<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 15. Audit Management Letter/ Letters of representation/ Annual Report and Financial Statements • FE Commissioner’s Letter of the 10/02/2026 (annexed with the CEO report) 	
Link Governor		
7.	<p>Link Governor Visit – SEND & ALS</p>	
7.1	<p>The Corporation Chair had the opportunity to meet four of students who were supported for a variety of sensory and neurodivergent needs. They clearly expressed how valuable the College’s support had been—not only for their success on the current course but also for their future plans.</p> <p>A discussion was held about the SEND reform and the anticipated shift toward greater inclusion within mainstream settings for many young people who might previously have attended specialist provision. It was noted that this direction of travel had implications for organisational development, but that, due to it being truly inclusive, the College was well-placed to align with this approach, subject to further detail on funding.</p> <p>The Chair encouraged all Governors to participate in Link Visits, noting that they provided valuable opportunities to learn more about the College.</p>	
8.	<p>Data dashboard</p>	
8.1	<p>The DCEO F& CS presented the Data Dashboard, which provided an update on activity in Q2.</p>	
8.2	<p>Q. Were student recruitment targets for 14–16 and Higher Education overambitious?</p> <p>A. 14–16 recruitment remains variable due to schools’ financial pressures, with budget adjustments made at Q1 and Q2. For Access to HE and HE courses, sector-wide reductions in entry requirements and increased competition from universities have affected numbers; corresponding budget adjustments have ensured financial balance through Q1 and Q2. Longer-term implications are being addressed through Project Change, including redevelopment of the offer in line with the forthcoming Lifelong Learning Entitlement. These challenges are reflective of wider macro-level pressures across the FE sector and the College continues to monitor and adapt accordingly.</p>	

8.3	Members requested commentary for the items rated red within the Q&S section of the Data Dashboard to keep the Corporation apprised and to ensure consistency in reporting across the committees.	
8.4	ACTION: The DCEO Q&C and VPQT&L to add commentary for the items rated red within the Q&S sections of the Data Dashboard.	DCEO Q&C / VPQT&L
Committee Reports		
9.	Search and Governance Committee – 15 January 2026	
	The Chair of Search & Governance provided an update on:	
9.1	a) Draft minutes of meeting – 15 January	
9.2	b) Draft Annual ED&I Report	
	These were included in the pack for information and background.	
9.3	<p>Q. Who is the Annual ED&I Report shared with?</p> <p>A. It is circulated to stakeholders, including the Systems Equalities Group which comprises representatives from the NHS, Leeds University, the Mayor’s Office and the Local Authority. It is also distributed at relevant events.</p>	
9.4	<p>The CEO advised that reports such as the Annual ED&I Report were produced for statutory purposes and for Governor oversight. It was noted that wider circulation of these reports becomes part of the College’s reputational work, which falls under SO6. Members were encouraged to identify any reports that they believed should be shared with particular stakeholders, for consideration through the College’s communications, marketing and reputational strategy (SO6) to ensure positive stories were promoted through relevant channels. It was also noted that key messages should feed into the College’s Annual Report and self-assessment processes.</p>	
9.5	<p>Q. Have we carried out statistical testing on the percentage differences highlighted in the Annual ED&I Report?</p> <p>A. Statistical analysis is not undertaken on this data. However, any identified achievement or difference gaps are reviewed and actions are implemented to reduce those gaps.</p>	
9.6	<p>Members noted the progress in the reduction in both gender and ethnicity pay gaps, whilst acknowledging further work was required. The VPED&I reported that the staff development programme had been targeting contributory issues. The CEO advised that the F&GP Committee had requested that reductions in the average gender and ethnicity pay gaps be added to the data dashboard for 2026–27.</p>	

<p>9.7</p> <p>9.8</p> <p>9.9</p> <p>9.10</p> <p>9.11</p> <p>9.12</p> <p>9.13</p>	<p>Members requested that an action plan for reducing the gender pay gap be included in the report, similar to the plan already provided for the ethnicity pay gap.</p> <p>ACTION: The VPED&I to include an action plan in the Annual ED&I Report relating to the gender pay gap.</p> <p>Members had an in-depth discussion on the extent to which all protected characteristics were referenced and represented within the ED&I Report. Members considered the current scope of the report and noted that some protected characteristics were not yet included within the published analysis.</p> <p>It was acknowledged that analysis was limited in several areas due to the proportion of staff selecting ‘<i>prefer not to say</i>’ in the staff survey. The CEO advised that the SLT could explore approaches to encourage disclosure of this information in future surveys, with a view of improving data quality, and enabling more meaningful analysis and more targeted actions arising from the results.</p> <p>ACTION: The SLT to explore approaches to encourage disclosure of information related to protected characteristics in future surveys.</p> <p>c) ED&I Policy</p> <p>The ED&I Policy had been updated to reflect the new College values and was being recommended to Corporation for approval by the S&G Committee.</p> <p>RESOLVED: The ED&I Policy is approved.</p> <p>d) Succession Planning</p> <p>The S&G Committee recommend that Lendy Ho be appointed as Vice Chair and, that due to this being an aspirational appointment involving promotion, her current tenure be extended by a further 2 years.</p> <p>RESOLVED: That Lendy Ho be appointed as Vice Chair of the Corporation and that the existing tenure be extended by a term of 2 years.</p>	<p>VPED&I</p> <p>SLT</p>
<p>15.</p> <p>15.1</p>	<p>Annual Report and Financial Statements</p> <p><i>Due to the agenda timings and availability of RSM, item 15 was discussed at this point in the meeting.</i></p> <p><i>A separate confidential minute was recorded – see annex.</i></p>	

<p>10.</p> <p>10.1</p>	<p>Finance & General Purposes Committee – 22 January & 19 March 2026</p> <p>The Vice Chair of Finance & General Purposes Committee provided an update on:</p> <p>a) Minutes of meetings – 22 January & draft minutes of 19 March</p> <p>These were included in the pack for information and background.</p> <p>The Vice Chair provided the following summary of both the February and March F&GP meetings:</p> <ul style="list-style-type: none"> • EBITDA was lower than budget at 6.1%, but still above the FE Commissioner’s benchmark. • The forecast Financial Health at year end remained ‘Good’. • The current position on business planning and the College financial objectives was to keep them in line with plan presented in July 2025. • It had been agreed that dashboard measures would be revisited to ensure monitoring of key areas. • Further comparative and qualitative information would be included in future Procurement Reports to give further assurance of the appropriate use of public funds. • The sale of Appleton Building was completed on the 9 March 2026, with the net proceeds of sale (£0.3m) being used to pay down the variable rate loan. • Works on Junction Mills were progressing well and remained on programme. • The College’s connection to the Heat District Network was on target with heat-on expected in September. • A report with a draft refurbishment budget, projected timeline and associated risk information for the Bowling Back Lane site would be presented at the next Committee meeting for consideration. 	
<p>11.</p> <p>11.1</p>	<p>Audit Committee – 26 February 2026</p> <p>The Audit Committee Chair advised that the following had been included for information:</p> <p>a) Draft minutes of meeting – 26 February b) Internal Audit Reports (annexed at item 18)</p> <p>The Audit Chair drew members’ attention to the Internal Audit Reports:</p>	

<p>11.2</p>	<ul style="list-style-type: none"> • The Assurance Review of Safeguarding report had an overall conclusion of REASONABLE assurance. • The Assurance Review of Succession Planning - Board and Senior Post Holders report had an overall conclusion of SUBSTANTIAL assurance. • The Assurance Review of Procurement report had an overall conclusion of REASONABLE assurance. <p>c) TIAA- Financial Transactions Investigation</p> <p>The Chair advised that the TIAA- Financial Transactions Investigation report was confidential, for Independent Governor oversight only and that any questions pertaining to the report would be taken within the closed session at the end of the Corporation meeting.</p> <p><i>A separate confidential minute was recorded – see annex.</i></p>	
<p>12.1</p>	<p>12. Quality & Standards – 12 March 2026</p> <p>The Vice Chair of the Quality & Standards Committee provided an update on:</p> <p>a) Draft minutes of meeting – 12 March</p> <p>These were included in the pack for information and background.</p> <p>The Q&S Vice Chair drew members’ attention to the Student Union report and also to the changes made to the risk register under SR4, 5 and 7.</p> <p>The VPR&C provided an update on the new Brit School North coming to Bradford shortly, which would offer around 500 study-programme places across five performance-focused pathways. Members noted that this development had the potential to sit alongside and enhance the wider creative offer within the city. The VPR&C highlighted that the performance-focused Brit School would complement the College’s recently launched Production Academy, which specialised in behind-the-scenes disciplines such as production, sound and technical operations. The College had already seen an 80% uplift in FE applications to its Arts curriculum this year, which had benefited from its move to DHB. Members agreed that the arrival of the Brit School could create opportunities for collaboration, with each organisation contributing to different aspects of the creative industries. Together, they would help generate greater visibility, aspiration, and excitement around careers in the art.</p>	

12.2	<p>Governors acknowledged the success of the GCSE Maths and English resits and the improvement in achievement, and commended the teams involved.</p> <p>Members also praised the Apprenticeship Team who had recently won ‘Apprenticeship Provider of The Year’ at the National Apprenticeship and Training Awards 2026 and agreed that this was an excellent achievement. The VPR&C advised that the College had since been shortlisted for Finalists of ‘West Yorkshire Apprenticeship Provider of the Year’.</p> <p>b) Changes to the Accountability Statement</p> <p>The newly appointed FE Commissioner had written to colleges outlining the key aspects of focus. Specific to the Annual Accountability Statement she highlighted ‘effective practice in strategic planning in further education’ which signalled a change in expectations for that document. In reviewing the guidance, the DCEO Q&C had confirmed that the majority of the designated requirements were already in place. These included the College’s Strategic Objectives, Master Targets File, Data Dashboard and the Annual Report. It was proposed that these items be added to a newly created ‘Accountability Portal’ on the College website, specifically for access, in the first instance, by Governors. Feedback would be sought from the FE Commissioner’s office on the new approach adopted and the ‘Accountability Portal’ made visible to the Commissioner.</p> <p>The CEO advised that the topic of the College’s Accountability Statement would be raised at the upcoming Annual Strategic Conversation. Any necessary amendments would subsequently be made and the finalised version would be submitted to Corporation for approval in July 2026.</p>	
Risk		
13.	Strategic risk monitoring	
13.1	The Corporation received the risk register. Each committee had reviewed the risks for which they have oversight.	
13.2	<p>The DCEO F&CS advised that the rating had increased in the following two areas:</p> <ul style="list-style-type: none"> • SR8 – risk rating had increased due to the potential changes to areas of funding. • SR12 – risk rating had increased due to the recent funding announcement of a 0.55% funding rate rise for 2026/27. 	

Policies		
14.	None	
Reports from Committees*		
17.	The minutes from the following meetings were shared within the meeting papers for information:	
17.1	a) Equality & Diversity Committee - 18.12.25 b) Health, Safety & Welfare Committee - 11.12.25 c) Joint Consultative Committee - 18.09.25	
17.2	Q&S Committee members acknowledged the timetabling and class size concerns raised in the Joint Consultative Committee meeting minutes and requested that the DCEO F&CS provided further assurance on class sizes and teaching space at the next Q&S meeting.	
17.3	ACTION: The DCEO F&CS to provide further assurance on class sizes and teaching space at the next Q&S meeting.	DCEO F&CS
Annexed Reports- for information*		
18.	The following reports were annexed for information:	
18.1	18a. Assurance Review of Safeguarding 18b. Assurance Review of Succession Planning - Board and Senior Post Holders 18c. Assurance Review of Procurement 18d. CSIG minutes 24.11.25 & 26.1.26 18e. Morgan Sindall Student Social Value slide 18f. Report from the Student's Union	
Matters of note		
19.	Any other business	
19.1	The Chair advised that the Corporation Training & Development session would be focusing on the New Ofsted Framework and was taking place on the 23 April. There would also be a tour of the estate prior to the T&D Session; members were encouraged to attend both events.	
19.2	It was the last Corporation meeting for Umar Rafique, as his term of office as a Staff Governor was coming to an end. The Chair thanked Umar for his contributions as a Board member and wished him well for the future.	
19.3	There was no other business.	
Closed session with Independent Governors		

	<i>The GD, Executive, Staff and Student Governors left the meeting. Governors agreed that the CEO and DCEO F&CS should remain for the first section of the confidential session and that the DGD should remain throughout. A separate confidential minute was recorded – see annex.</i>	
16.	Extraordinary Remuneration Committee – 15 January 2026	
	The Vice Chair of the Remuneration Committee provided an update on:	
16.1	a) Draft minutes of the meeting – 15 January	
	These were included in the pack for information and background.	
16.2	b) Senior Post Holder (SPH) pay increase recommendation	
	<i>A separate confidential minute was recorded – see annex.</i>	
16.3	The Chair closed the meeting at 18:54.	
Meeting Evaluation		
20.	Meeting Evaluation	
20.1	Link to the meeting evaluation form to be circulated via email.	DGD

Approved by the Corporation:

.....**P.Birtles**.....

...**21.05.26**...

Signed by the Chair

Date

Agreed Actions

No	Minute	Action	Who?
1	8.4	The DCEO Q&C and VPQT&L to add commentary for the items rated red within the Q&S sections of the Data Dashboard.	DCEO Q&C/ VPQT&L
2	9.7	The VPED&I to include an action plan in the Annual ED&I Report relating to the gender pay gap.	VPED&I
3	9.9	The SLT to explore approaches to encourage disclosure of information related to protected characteristics in future surveys.	SLT
4	17.3	The DCEO F&CS to provide further assurance on class sizes and teaching space at the next Q&S meeting.	DCEO F&CS
5	19.1	Link to the meeting evaluation form to be circulated via email.	DGD