Bradford College

MINUTES OF THE MEETING OF THE SEARCH & GOVERNANCE COMMITTEE
HELD: on Thursday 15 January 2026 at 17:00 in 4F07 DHB Boardroom

Present	**In Attendance**
Paul Birtles (Chair)	Alina Khan (VPED&I) (Items 1-7)
Chris Webb (CEO)	Allison Booth (GD)
Billy Khokhar	Rachel Henry (DGD)
Apologies	
Sharon West	
John Williams	
Bulbul Barrett	

The quorum was three committee members

L/J Denotes the time any individual left/ re-joined the meeting.

Item		**Action / Report Item**
1.	**<u>Introductions, Apologies for Absence and Disclosures of Interest</u>**	
1.1	Paul Birtles had previously agreed to Chair the meeting when the Chair had given his apologies.	
1.2	The Chair welcomed everyone to the meeting.	
1.3	Apologies were noted for Sharon West, Bulbul Barrett and John Williams.	
1.4	There were no disclosures of interest.	
2.	**<u>Chair's action</u>**	
2.1	There had been no use of Chair's actions since the last meeting.	
3.	**<u>Minutes of the meeting held on 25 September 2025</u>**	
3.1	**RESOLVED:** The Minutes of the meeting held on 25 September 2025 were approved as an accurate record and would be signed by the Chair.	
4.	**<u>Matters Arising</u>**	
4.1	*8.2. The GD to consider the wording within the Corporation and Individual Self-Assessment questionnaires* - The GD advised that the initial review had taken place and repetition within the questionnaires had been removed; there was still work to be done and the revised	

	questionnaires would be presented at the next S&G Committee for review.	
4.2	It was noted that all other Matters Arising were complete.	
Effective Governance		
5.	**<u>Update on strategic objective – To become a truly inclusive College</u>**	
5.1	The VPED&I provided an update on the strategic objective – To become a truly inclusive College.	
5.2	**Q. How satisfied are you with learners' perception of safety on campus and in the surrounding area?** A. We are satisfied that we are doing everything within our sphere of influence to support safety across the campus and surrounding area. We continue to work closely with the police, the Local Authority, and the University to ensure that young people feel safe and supported. A Safer Schools Police Officer is now on site two days per week and we look forward to monitoring the positive impact this has on perceptions of safety. We will maintain regular liaison with all relevant partners to ensure that safety remains a priority.	
5.3	**Q. Is the percentage of staff demonstrating bravery, consistency and relentlessness in creating a positive and inclusive learning environment expected to increase as the year progresses?** A. The measure is taken through the QER process. As only a small number of reviews were completed in Quarter 1, limited to English and Maths, an increase is expected as the year progresses. Currently, 20% of observed lessons evidenced this behaviour, which is lower than anticipated. This has been addressed through individual performance reviews. Strengths and areas for development are captured in QER reports, with an associated action plan and timelines agreed. Significant work is underway with the English and Maths team to clarify expectations of good practice.	
5.4	Members requested that a caveat be added to the data dashboard to reflect the limited sample reviewed to date. The VPED&I advised that as reviews were to be completed within vocational areas, a more representative picture was expected, with improvement anticipated throughout the year.	
5.5	**ACTION:** The VPED&I to reflect the limited sample reviewed in the dashboard commentary.	**VPED&I**

5.6	**Q. Do students and staff have the same understanding of what a positive and inclusive learning environment is?** A. Yes. This is evidenced through student survey responses; staff provide detailed explanations to students at the point of completing the survey to ensure shared understanding.	
6. 6.1	**<u>Annual Equality Diversity & Inclusion Report</u>** The Draft Annual ED&I Report had been deferred due to a timing issue and would be circulated to the S&G Committee for approval via email, prior to presentation to Corporation in March.	
7. 7.1	**<u>Equality Diversity & Inclusion Policy</u>** The VPED&I advised that the ED&I Policy had now been deferred and would be circulated to S&G Committee for approval via email, prior to presentation to Corporation in March. ***L/AK***	
8. 8.1 8.2 8.3 8.4	**<u>External Board Review- Action Tracker</u>** The GD presented the EBR Action Tracker which summarised the recommendations that had been made as part of the review. The GD advised that the following action could be removed from the tracker as it had been allocated and was now being monitored by the F&GP Committee: 17 – Governance Stakeholder Engagement Strategy to be further developed The GD advised that the following actions required further attention: 5 – Strengthen Self-Assessment report to include overall assessment and development actions 12 – Summary report to be used consistently for all reports 13 – Portal to be reviewed and its use maximised to provide additional value to the governance processes Members had previously queried the action and intended outcome for *Engage Student Governors in all aspects of governance.* The GD had provided a report outlining more detail from the External Board Review Report. Members agreed that the action related to how the Corporation engaged its Student Governors both in the business of the meetings and how they could be encouraged to contribute effectively.	

	Many options were discussed, including the Chairs being more involved, allocating Student Governors to different Committees and considering a more robust Governance induction process for Students. Members agreed to look at the possibility of widening the criteria for Student Governor eligibility and agreed that this should also be reviewed in relation to Staff Governors. The Committee asked the GD to review the relevant governance documents to confirm current mandatory requirements and the scope for broadening the appointment process for Student and Staff Governors.	
8.5	**ACTION:** The GD to review the relevant governance documents to explore the scope for broadening the appointment process for Student and Staff governors.	**GD**
8.6	It was noted that a session on student voice would take place at the Strategic Planning Event.	
9.	**<u>Governor Attendance</u>**	
9.1	The GD advised that providing an attendance report in January was solely to highlight any concerns on attendance after the first term. The Committee reviewed Committee/Corporation/individual attendance against the agreed target for attendance in 2025-26 of 75%. Average attendance was currently 83% and would continue to be closely monitored. Any concerns would be raised with the S&G Committee.	
10.	**<u>Governor training</u>**	
10.1	The GD provided an update on Governor training: • Governors still had access to the ETF Governance Development Programme platform and courses were circulated to them regularly. • Governors took part in 30 training courses/ development sessions in the Autumn Term. • Going forward, Link Governor visits would be added to the Governor training schedule to demonstrate further learning by Members.	

	Governors also now had access to further training through the College's 'My Learning' (LMS) platform and now had access to the following courses: 1. Prevent Duty 2. Cyber Security 3. Safeguarding Children 4. Safeguarding Adults 5. Equality, Diversity & Inclusion (EDI) Engagement with the LMS Platform would be monitored and logged in the Governor Training & Development schedule. The GD highlighted that engagement continued to improve with training, and that Governors were beginning to drive their own personal development. The GD advised that any training that Governors completed outside of the College could be submitted and would be added to the training log, to demonstrate existing compliance and/or further learning. Members were pleased to see the improvements that had been made as a result of the monitoring procedures that were now in place.	
11.	**<u>Corporation - Draft Agenda</u>**	
11.1	The draft Corporation agenda for the meeting of 26 March 2026 was reviewed. Members had an in-depth discussion on the content for the Strategic Discussions for March and May Corporation meetings. It was agreed that the following two areas for discussion would be explored: • March Corporation meeting – Consideration of the College's character and how it should evolve to remain responsive and resilient in the current and future educational climate. This could include examining student demographics, undertaking horizon-scanning to anticipate emerging challenges and opportunities, and identifying the actions required to ensure the College was well-positioned for what lay ahead. • May Corporation meeting – The benefits and drawbacks of remunerating governors – to be presented by external parties to provide an independent perspective before opening the item for wider discussion.	
11.2	**ACTION:** The CEO and GD to liaise on organising the upcoming Strategic Discussions, including the invitation of any external parties.	**CEO/GD**

12. 12.1	**<u>Governance Quality Improvement Plan Update</u>** The Committee reviewed an updated version of the 2025-26 Governance Quality Improvement Plan and noted the positive progress that had been made across the majority of areas.	
13. 13.1	**<u>Code of Good Governance Compliance</u>** Members reviewed the progress within the AoC Code of Good Governance Template and acknowledged that the College was demonstrating good compliance with the Code.	
14. 14.1 14.2 14.3 14.4	**<u>Succession Planning</u>** The Committee reviewed the Succession Plan noting that there were a number of considerations to be made. **<u>Vice Chair vacancy</u>** *A separate confidential minute was recorded – see annex.* **<u>F&GP vacancy</u>** Following an advertising campaign in Autumn 2025, there had been two expressions of interest in the F&GP Member/ Independent Governor role. The GD had conducted an informal chat with both candidates. Members reviewed the CV submissions from both candidates and agreed that as neither demonstrated having the desired experience in Human Resources / People Services / Employment Law, the post would be readvertised. **<u>Upcoming vacancy- Remuneration Committee</u>** As Paul Birtles would be stepping away in July 2026, members were asked to consider how they would like to approach the upcoming vacancy for the Remuneration Chair role and the vacancy for a member of the Remuneration Committee, to ensure that quoracy was addressed. Members agreed to revisit this once the Corporation Vice Chair position was filled, as this appointment could influence the actions required.	

	Members also considered the 'local employer' dimension of Paul's role; noting that representation from this area was important to retain on the Corporation. The GD advised that all upcoming vacancies and current succession planning considerations had been reflected in the revised Succession Planning matrix.	
14.5	**Co-opted Member** Pauline Hughes had taken on a co-opted membership for a one-year term and had confirmed her intention to take on an Independent Governor role at the end of that term (January 2027).	
14.6	**Succession Planning - revised matrix** The Succession Planning matrix had been redesigned to incorporate: • Succession Planning risk - RAG rated system • Skills, values and expertise - personal/ professional perspective (members' input included) • Potential Successors / Pipeline • Actions / Timeline	
15.	**Items for report to the Corporation**	
15.1	• Minutes of the meeting of 15 January 2026 • Annual ED&I Report 2024-25 – to be circulated via email for approval prior to Corporation • The ED&I Policy – to be circulated via email for approval prior to Corporation • Succession Planning – Vice Chair	
16.	**Any other business**	
16.1	There was no other business.	
16.2	The Chair closed the meeting at 18:31	
17.	**Meeting Evaluation**	
17.1	To be circulated by the Deputy Governance Director.	**DGD**

Approved by the Committee:

……**John Williams**……. ……**30.04.26**……

Signed by the Chair Date

Agreed actions

No	Minute	Action	Who?
1	5.5	The VPED&I to add the caveat to reflect the limited sample reviewed to the dashboard commentary.	VPED&I
2	8.5	The GD to review the relevant governance documents to explore the scope for broadening the appointment process for Student and Staff governors.	GD
3	11.2	The CEO and GD to liaise on organising the upcoming Strategic Discussions, including the invitation of any external parties.	CEO/GD
4	17.1	Meeting Evaluation to be circulated by the Deputy Governance Director.	DGD