Bradford College

MINUTES OF THE MEETING OF THE CORPORATION MEETING
HELD: on Thursday 21 May 2026 at 16:00 hours in 4F07 DHB Boardroom

Present:	**In Attendance:**
Paul Birtles (Chair)	Chris Malish (DCEO Finance & Corporate Services)
John Williams (via MS Teams)	Liz Leek (DCEO Quality & Curriculum)
Chris Webb (CEO)	Sarah Towan (Vice Principal Reputation & Communications)
Lendy Ho	Alina Khan (Vice Principal Equality, Diversity & Inclusion)
Fiona Thompson	Sharon Ryan (Designated Safeguarding Lead) (Item 6)
Gavin Hamilton (via MS Teams)	Allison Booth (Governance Director)
David Merrett	Rachel Henry (Deputy Governance Director)
Tony Bullock	Colin Booth (Consultant) (Item1)
Billy Khokhar (via MS Teams)	
Kimberley Virr (via MS Teams)	
Shahnaz Anwar-Bleem (via MS Teams)	
Mussarat Ali	
Maqadas Bashir	
Gemma Simmons-Blench	
Apologies	
Bulbul Barrett	
Barbara Mangan	
Mohammed Qasim	
Rajia Khokhar	
Sharon West	

The quorum was 8 governors

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

Item		Action
Strategic Conversation		
1.	**<u>The benefits and drawbacks of remunerating governors – Colin Booth</u>**	
1.1	Colin Booth (Consultant) facilitated a discussion on the benefits and drawbacks of remunerating governors which covered the following areas: • Sector overview • Regulatory Position • Arguments for and against remuneration • Current practice in other sectors • Considerations for the Board Members were split into groups to consider a number of key questions relating to the remuneration of Governors and had in-depth discussions on the associated benefits and drawbacks.	

	It was agreed that there was a wide representation of opinions within the Corporation. Members agreed that due to this, the discussion would need to be ongoing. ***CB/L***	
Housekeeping		
2. 2.1 2.2	**Chair's Welcome and Introductions** The Vice Chair had previously agreed to Chair the meeting due to the Corporation Chair needing to join the meeting via MS Teams. The Vice Chair welcomed everyone to the meeting.	
3. 3.1 3.2	**Apologies for Absence, Disclosures of Interest and Written Resolution(s), Chairs action and use of the seal** Apologies for absence were noted for Bulbul Barrett, Barbara Mangan, Mohammed Qasim, Rajia Khokhar and Sharon West. Use of the Seal The Sealing report was presented at item 3 in the papers.	
4. 4.1	**Minutes of the meeting held on 26 March 2026** The minutes of 26 March 2026, including the confidential annex, were approved as an accurate record to be signed by the Chair.	
5. 5.1	**Matters arising** The Matters Arising Report was reviewed and it was noted that all items were either complete or not yet due.	
Effective Governance *(SR2, SR8, SR9)*		
6. 6.1	**Mid-year Safeguarding update** The DSL provided a mid-year update on Safeguarding, advising that year to date there had been 5 staff referrals to the LADO, which was a slight increase on the previous year. The DSL advised that the Safeguarding and Wellbeing Team had recruited a full-time Counsellor in September who had conducted one-to-one sessions throughout the year. Members were advised that plans for the coming year included an expansion of group therapy provision with the Counsellor, recognising the value of peer support in helping young people normalise their experiences and benefit from the positive influence of shared discussion.	

	Governors agreed that it was a very good report and thanked the DSL for attending the meeting to present it. ***DSL/L***	
7. 7.1	**Chief Executive Officer's Report** The CEO signposted the Governors to the following papers as part of the pack, highlighting their importance: • Agenda item 12 (c) Bowling Back Lane Report • Agenda item 18 (a) Mazars Investigation Report • Agenda item 18 (b) People Strategy Report	
8. 8.1	**Link Governor Visit – H&S** The Health & Safety (H&S) Link Governor's visit involved engaging with a wide variety of students on Engineering and Construction courses. An initial group discussion had taken place in the Student Resource Centre, where the students were able to articulate their knowledge of H&S and how they had applied it whilst on their course. There was also a tour of the various workshops at Trinity Green, where students were seen in action demonstrating knowledge of H&S, in that they were wearing PPE and had awareness of the safer working requirements for that area. Students on the Trinity Green site were again able to talk about H&S and demonstrated clear understanding of how to log accidents and near misses. Overall, the visit had been really encouraging and demonstrated that students take H&S seriously; underpinned by a positive culture of personal responsibility, correct PPE use and the confidence to talk about H&S.	
9. 9.1	**Data dashboard** The DCEO F&CS presented the data dashboard, advising that there had been no material changes since the dashboard had last been presented to Corporation and that it reflected the final Q2 position. Governors agreed that the College's Employee Engagement Survey participation rates and engagement scores were positive. The Q&S Vice Chair advised that the red-rated targets under the *Create an Inclusive and Culturally Responsive Curriculum* would require further analysis by the Q&S Committee.	
Committee Reports		

10. 10.1 10.2 10.3	**Remuneration Committee- 30 April 2026** The Chair of Remuneration provided an update on: **a) Draft minutes of the meeting - 30 April** These were included in the pack for information and background. **b) Committee Self-assessment against Terms of Reference** In considering the Terms of Reference, the Remuneration Committee had agreed that updates were required to add *monitoring workload and wellbeing through each individual's biannual appraisal discussion* and to change the wording at 2.1c to reflect that the SPH PDRs were now biannual. The updated Remuneration Terms of Reference are recommended to Corporation for approval. **RESOLVED:** The Remuneration Terms of Reference are approved. **c) SPH Remuneration Policy and Procedure** The SPH Remuneration Policy and Procedure had been reviewed by the Committee. The GD's role title had been updated and the Policy now included reference to the College Financial Handbook. The Senior Post Holder Remuneration Policy and Procedure is recommended to Corporation for approval. **RESOLVED:** Subject to minor adjustments in wording, the Senior Post Holder Remuneration Policy and Procedure is approved.	
11. 11.1 11.2	**Search and Governance Committee – 30 April 2026** The GD provided an update on: **a) Draft minutes of meeting – 30 April** These were included in the pack for information and background. **b) Governance Effectiveness Review** S&G Members had discussed and agreed the plan, noting its compliance with the current AoC code. The S&G Committee recommend the Governance Effectiveness Review to Corporation for approval.	

	RESOLVED: The Governance Effectiveness Review 2026 is approved.	
11.3	**c) Scheme of Delegation 26-27** The Scheme of Delegation had been updated to reflect: • Removal of the Director of People Services role. • Incorporation of the new SPH role of Deputy Chief Executive Officer (Quality & Curriculum). • Change of title for the VPF&CS to Deputy Chief Executive Officer (Finance & Corporate Services). • Incorporation of the 3 new SPH Procedures that were approved by the Corporation in December 2025. The Scheme of Delegation is recommended to Corporation by the S&G Committee for approval. **RESOLVED**: The Scheme of Delegation is approved.	
11.4	**d) Committee Self-assessment against Terms of Reference** S&G Members had considered the Committee Self-assessment against the Terms of Reference. Members felt that the Committee continued to perform well. There were no suggested changes to the Terms of Reference. The Corporation noted the S&G Committee Self-assessment against Terms of Reference.	
12.	**Finance & General Purposes Committee - 7 May 2026**	
12.1	The Vice Chair of the Finance & General Purposes Committee provided an update on: **a) F&GP minutes of meeting - 7 May** These were included in the pack for information and background.	
12.2	**b) Management Accounts and Q2 Forecast** The F&GP Vice Chair provided the following summary of the Management Account and Q2 Forecast: • The EBITDA percentage of income to end of March was 6.81% compared to an annual budgeted figure of 7.00%. • The forecast Financial Health at year-end remained ‘Good’.	

	• The majority of financial metrics were being met; though there had been a projected breach in April, this had not occurred and the new allocation statement and exceptional growth funding would come through in July. The Q&S Vice Chair advised that the Q&S Committee would need to give further consideration to the College's position within the HE context as a result of the University of Greater Manchester pausing all its decisions around validating, revalidating and awarding, thereby stalling the College's ability to bring new products to market.	
12.3	**c) Bowling Back Lane Report** The DCEO F&CS advised that there was continued demand for construction provision. In light of this, it was proposed that the Bowling Back Lane (BBL) site lease be extended by a further three years, plus the option to extend for a further two years and that a light refurbishment takes place at a cost of £1.2m. This would provide space to accommodate demand and prevent any learners being turned away. The recent condition allocation fund of £2.05m would be fully utilised over the next two years to cover the condition capital estates need, which had historically been funded by College cash reserves. The BBL refurbishment could therefore be funded by the College's own cash reserves as part of College's £2.5m annual internally funded capital budget. This proposal was based on conservative growth of up to an extra 134 16-18 learners per annum by 2029/30; delivering additional income of £4.1m over the period, with the payback period being just under four years. The project to refurbish Bowling Back Lane with a budget of £1.2m is recommended by the F&GP Committee to Corporation for approval. **RESOLVED**: The project to refurbish Bowling Back Lane with a budget of £1.2m is approved. The DCEO F&CS advised that progress on the Bowling Back Lane project would be reported to the CSIG going forwards, to allow for oversight.	
13. 13.1	**Audit Committee - 14 May 2026** In the absence of the Audit Committee Chair, the GD advised that the following had been included for information: **a) Draft minutes of meeting - 14 May** **b) Internal Audit Reports (annexed at item 17)**	

	The following internal audit reports were shared with the Corporation for information and assurance: • The Review of Key Financial Controls report had an overall conclusion of SUBSTANTIAL assurance. • The Review of Risk Management report had an overall conclusion of SUBSTANTIAL assurance.	
13.2	**c) External Audit Strategy and Plan 2026-27** The Corporation considered the External Audit Strategy and Plan recommended by the Audit Committee for approval. **RESOLVED:** The External Audit Strategy and Plan 2026-27 is approved	
13.3	**d) Internal Audit Re-tender report** The GD advised that the Internal Audit re-tender was currently underway and the outcomes would be reported to Corporation, as a Written Resolution would be required.	
13.4	**e) Committee Self-assessment against Terms of Reference** Audit Members had considered the Committee Self-assessment against the Terms of Reference. Members felt that the Committee continued to perform well. There were no suggested changes to the Terms of Reference. The Corporation noted the Audit Committee Self-assessment against Terms of Reference.	
13.5	**f) Anti-Fraud, Bribery and Corruption Policy** The Anti-Fraud, Bribery and Corruption Policy, had been reviewed and considered against the new Public Authorities (Fraud, Error and Recovery) Act 2025 and had been updated to include role titles changes to reflect the new structure. The Anti-Fraud, Bribery and Corruption Policy is being recommended to Corporation for approval by the Audit Committee. **RESOLVED**: Subject to a minor amendment, the Anti-Fraud, Bribery and Corruption Policy is approved.	
13.6	**g) Risk Management Policy**	

	The Risk Management Policy had been reviewed and updated to include role titles changes to reflect the new structure. The Risk Management Policy is being recommended to Corporation for approval by the Audit Committee. **RESOLVED**: The Risk Management Policy is approved.	
13.7	**h) Gifts & Hospitality Policy** The Gifts & Hospitality Policy had been reviewed and there were no suggested changes. The Gifts & Hospitality Policy is being recommended to Corporation for approval by the Audit Committee. **RESOLVED**: Subject to a minor amendment, the Gifts & Hospitality Policy is approved.	
Risk		
14.	**Strategic risk monitoring**	
14.1	The Corporation reviewed the strategic risk register. Each Committee had reviewed the risks for which they have oversight. Members discussed the organisation's current appetite for risk and questioned whether the existing risk positioning required further consideration. It was agreed that it would be beneficial to explore and understand the College's risk appetite in more depth, with a view to ensuring alignment between strategic priorities and risk tolerance. The DCEO F&CS suggested that this be taken forward in a future strategic conversation.	
14.2	**ACTION:** The DCEO F&CS to facilitate a discussion on the College's existing risk positioning and risk appetite.	**DCEO F&CS/ GD**
Policies		
15.	None	
Reports from 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- 05.02.26 c) Joint Consultative Committee -12.02.26	
16.2	It was the last Corporation meeting for Maqadas Bashir, as her term of office as a Student Governor was coming to an end. The Chair thanked Maqadas for her contributions as a board member and wished her well for the future. ***GH/L***	

Annexed Reports- for information*		
17.	17a. Key Financial Controls - Creditor Payments and Debtors 17b. Assurance Review of Risk Management 17c. CSIG minutes 02.03.26 17d. Funding Assurance Reviews- Common Issues 17e. Emerging risk considerations	
Closed session with independent governors		
18.	*The Executive, Staff and Student governors left the meeting.* *Governors agreed that the GD, CEO, DCEO F&CS and DGD should remain throughout the confidential session.* *A separate confidential minute was recorded – see annex.*	
18.1	a) Mazars Investigation Report b) People Strategy Update	
Matters of note		
19.	**Any other business**	
19.1	The CEO advised that there had been a serious road traffic accident outside Trinity Green campus, involving two of the College's students. Support had been made available to any individuals who had witnessed or been affected by the incident. The Corporation commended the teamwork and professionalism of staff across departments and acknowledged the profound impact on those affected, conveying their sympathies to all concerned. The Chair requested that members consider the 2027 Strategic Planning Event in terms of venue, topics and potential speakers and send any suggestions to the GD, to be taken for discussion to the Extra S&G meeting on 18 June. The CEO advised that, in recognition of the significant effort across the College, particularly in supporting students through GCSE exams and in driving end-of-year achievement, the College would be closed on Wednesday 27 May, with all staff being granted a one-off additional day of leave. Governors agreed that this was an appropriate acknowledgment of the significant contribution of staff in supporting students.	
19.2	There was no other business.	
19.3	The Chair closed the meeting at 18:30.	
20.	**Meeting Evaluation**	
20.1	Link to the meeting evaluation form to be circulated via email.	**DGD**

Approved by the Corporation:

P. Birtles	**09.07.26**
Signed by the Chair	Date

Agreed Actions

No	Minute	Action	Who?
1	14.2	The DCEO F&CS to facilitate a discussion on the College's existing risk positioning and risk appetite.	DCEO F&CS/ GD
2	18a.1	The DCEO F&CS to compile a Mazars Report Action Plan.	DCEO F&CS
3	18a.2	The GD to add 'Mazars report - considerations & actions' to the next Q&S and F&GP meeting agendas and advise the Audit Chair that the Mazars Report Action Plan would be allocated to the Audit Committee for oversight.	GD
4	20.1	Link to the meeting evaluation form to be circulated via email.	DGD