

MINUTES OF THE MEETING OF THE CORPORATION MEETING
HELD: Thursday 9 July 2026 at 16:00 hours in 4F07 DHB Boardroom

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

The quorum was 8 governors

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

Item		Action
1.	Chair's Welcome and Introductions	
1.1	The Chair welcomed everyone to the meeting.	
Housekeeping		
2.	Apologies for Absence, Disclosures of Interest and Written Resolution(s), Chairs action and use of the seal	
2.1	Apologies were noted for John Williams, Sharon West Sarah Applewhite and Allison Booth.	
2.2	The CEO disclosed an interest in relation to item 9d.	
2.3	<u>Written Resolution(s)</u> A written resolution was passed on 19 June 2026:	

2.4	That Validera is awarded the contract for the provision of internal audit services for 3 years from 2026-29, with an option to extend the contract for an additional 24 months as a maximum. <u>Chairs Action</u> There had been no use of the Chairs action since the last meeting.	
2.5	<u>Use of the Seal</u> The seal was applied and authenticated by Chris Webb (CEO) and John Williams (Chair) on 18 June 2026 to sign: • Adult Skills programme contract from WYCA • Lease agreements for Units 3/4/6 at Bowling Back Lane with Marrtree Investments Limited	
3.	Minutes of the meeting held on 21 May 2026	
3.1	The minutes of 21 May 2026 including the confidential annex were approved as an accurate record to be signed by the Chair.	
4.	Matters arising	
4.1	The Matters Arising Report was reviewed: <i>14.2 - The DCEO F&CS to facilitate a discussion on the College's existing risk positioning and risk appetite</i> – This had been considered at the S&G Committee meeting in June and it had been agreed that the April T&D session would cover Risk Appetite, with the College's Internal Auditors being approached for delivery of the session. This matter was therefore considered closed. It was noted that all other matters were either not yet due or had now been closed off.	
Effective Governance (SR2, SR8, SR9)		
5.	CEO Report	
5.1	The CEO signposted the Governors to the following papers as part of the pack, highlighting their importance: • Agenda item 11 (c) Finance 2026-27: ○ 3-year financial plan including budget for 2026/27 and capital plan for 2026/27	

	○ College Financial Forecasting return (CFFR) ● Agenda items 9 (b), 10 (b), 10 (c), 10 (d), 11 (d), 11 (e) & 11 (f) – Strategic Plans S01-07 ● Agenda item 9 (e) Governors Strategic Planning Event 2027 and actions regarding future Board Strategic Conversations and training & development sessions. ● Agenda item 9 (c) External Board Review providers	
6. 6.1	Link Governor Visit – Skills The first Skills Link Governor visit had taken place prior to the Corporation meeting. The Skills Link Governor advised that, to strengthen understanding of the range, breadth and impact of skills-related activity across the College, a number of future engagement opportunities were proposed. These included attending one of the Employer Operational Group meetings and reviewing the evidence, case studies and outcomes collected through performance reviews. It had also been suggested that meetings be arranged with Heads of Department to discuss course and curriculum planning, employer engagement, and the future delivery and development of the curriculum. In addition, further meetings would be undertaken to broaden understanding of the College’s partnership arrangements, with a particular focus on the strengths of its civic and community links. The DCEO Q&C advised that future visits could also include engagement with a sample of employers to gain additional insight into the effectiveness and impact of the College’s employer partnerships.	
7. 7.1 7.2	Data dashboard 25/26 and 26/27 The DCEO F&CS presented the 2025/26 dashboard, advising that it provided an indication of the year-end position, as at the end of Q3. Q. What is the current position regarding accreditation for the College’s Higher Education courses? A. The College works in partnership with a number of HE institutions to deliver its HE provision. We have recently been successful in securing our own QTS accreditation powers, which had previously been provided through Leeds Trinity University. The College also works with the University of Greater Manchester to deliver a range of HE programmes. While the College is approved to deliver the curriculum, it does not currently hold degree-awarding powers. As a result, qualifications must be awarded through an	

	accredited partner institution. Obtaining degree-awarding powers would require a significant application and approval process but would enable the College to validate and award its own degrees without the involvement of a third-party institution. This may be an area to pursue in the future.	
7.3	Q. If students do not achieve their target grades or desired results, are they able to retake courses? A. This depends on the programme and the individual student's circumstances. Students who do not achieve a grade 4 in GCSE Maths or English, and remain at the College, are required to continue studying these subjects as part of their study programme. For vocational qualifications, retake opportunities may be available, depending on the qualification and the student's progression plans. Outcomes are considered on a case-by-case basis and may include retaking the year, exiting onto an apprenticeship, or moving to an alternative programme that supports their progression goals. The College aims to ensure that all students are supported to achieve a positive progression outcome.	
7.4	Q. If a student retakes a course, are they counted twice within the College's performance targets? A. No, performance outcomes are measured annually and students who retake a course are not counted again in the following year's targets.	
7.5	Q. We are not where we want to be with the targets 'Staff are brave, consistent and relentless in creating a positive and inclusive learning environment' and 'Curriculums are delivered through a Culturally Responsive Lens, supporting the exploration of themes such as anti-racism, LGBTQ+ communities, inclusion and social justice'. Are there any thoughts to address this through the RAISE programme next year? A. This is an area for development across the College and a lot of work has taken place since we started measuring this this year. The starting point has been through the QERs and developing staff understanding of what good evidence looks like as part of that process and then providing targeted support through RAISE for individual members of staff, depending on what was or wasn't captured in their own individual reviews. The target was overly ambitious and this represents a significant, long-term piece of work. <i>BM/J</i>	
7.6	Q. What is the rationale of taking EDI training off the measurements for next academic year?	

7.7	A. This falls under the capture and measure of the suite of mandatory training courses for staff. It is rigorously monitored through performance reviews. Q. Can you provide further details on the reasons why EDI mandatory training completion among eligible staff was below target, at 89.5%? A. The reported completion rate was affected by limitations in the data collection system, which was unable to exclude staff who were not required to complete the training during the reporting period, such as those on maternity leave or long-term sickness absence. As a result, the figure includes individuals who were not actively eligible to undertake the training. Work is currently underway to rectify these data capture issues.	
7.8	The DCEO F&CS presented the draft 2026/27 dashboard, advising that each of the Committees had considered the relevant sections and were submitting it to the Corporation for approval.	
7.9	RESOLVED: Subject to a minor amendment, the 2026/27 Data Dashboard is approved.	
Governance 2026/27		
8.	Schedule of Business 2026/27	
8.1	The Corporation reviewed the Schedule of Business which covered each Committee and Corporation meeting for the coming academic year.	
8.2	RESOLVED: The 2026-27 Schedule of Business is approved.	
Committee Reports		
9.	Extraordinary Search & Governance Committee – 18 June 2026	
	The Chair provided an update on:	
9.1	a) Draft minutes of the meeting – 18 June 2026 These were included in the pack for information and background.	
9.2	b) SO1 - To be a truly inclusive college The VPED&I had taken the S&G Committee through the key deliverables. S&G members had agreed the plan and were recommending it to the Corporation for approval.	

9.3	Q. Are we content with there being no reference to targeted percentage increases or a direction of travel with regards to the Gender, Ethnicity and Disability Pay Gaps? A. The S&G Committee had a lengthy discussion on this and had agreed that having varied percentage targets for the different groups was unhelpful. The ambition is to have no disparity and to eliminate pay gaps completely. The requirement for us as an organisation is to ensure that time-bound action plans are in place to address pay gaps; this is reflected in the target wording.	
9.4	Members agreed that it would be helpful to specify the College's commitment to a reduction of the Gender, Ethnicity and Disability Pay Gaps within SO1, to reflect the EDI Annual Report. SO1 was being recommended to the Corporation by the S&G Committee. RESOLVED: Subject to the aforementioned amendment, that Strategic Objective 1 - to be a truly inclusive college is approved.	
9.5	c) External Board Review providers S&G Members had discussed the various proposals in depth and felt that the Stone King proposal would be the preferred option in terms of value for money, expertise and alignment to Further Education. It had been agreed that the Stone King Proposal be recommended to Corporation for approval. Members requested the following with regards to the External Board Review (EBR): • There be a face-to-face feedback session with the Reviewers following the EBR. • That Q&A be facilitated during the feedback session. • That the Reviewers engage with a wider group of Governors, rather than the Chairs of Corporation and the Committees only. • That the scope of the EBR be presented to the Corporation via the S&G Committee in full prior to agreement. RESOLVED: That, subject to the incorporation of the requests outlined above, the Stone King Proposal be adopted.	
9.6	d) Succession Planning A panel consisting of the CEO, GD and F&GP Vice Chair had conducted an interview with a candidate for the vacancy of Independent Governor on the F&GP Committee on 21 May. The S&G Committee had agreed that the candidate had the Human	

9.7	Resources and People Services experience that met the required vacancy criteria, had the required skill set and motivation, and that his reasons for pursuing the role of governor fit with the College's values. The Chair and a member of the panel provided further information on the candidate. Members requested that for future appointments, additional, background information be provided to the Corporation for consideration prior to approval. The S&G Committee recommended Gerard Garvey's appointment to the Corporation for approval. RESOLVED: The appointment of Gerard Garvey is approved. e) Governor's Strategic Planning Event The Committee had commenced discussions on planning for the January 2027 Governor's Strategic Event and a number of potential topics and speakers had been identified. The Chair invited members to send any further requests or ideas for the SPE agenda to the Governance Office.	
10. 10.1 10.2 10.3	Quality & Standards Committee 25 June 2026 The Q&S Chair provided an update on: a) Draft Minutes of meeting – 25 June 2026 These were included in the pack for information and background. The Q&S Chair drew members' attention to a number of key points: b) SO2 - To deliver a curriculum that meets the needs of students, employers and our community The DCEO Q&C had taken the Committee through the key deliverables for SO2. Members praised the challenging nature of the targets, particularly the aspiration for the College to become the first choice for Level 3 Technical and Vocational provision. Q. How do you bring staff on board who have doubts about whether students can achieve the challenging targets set for them?	

10.4	A. This is not an issue within the College, where staff aspirations for students often exceed the targets set. Staff are united by the College's vision to transform lives. The greater challenge is ensuring that staff do not view missed targets as failure; recognising that targets are intended to be aspirational. A range of support mechanisms, including the QER process and RAISE, together with appropriate resources and monitoring, are in place to support staff in achieving these outcomes. SO2 was being recommended to the Corporation by the Q&S Committee. RESOLVED: That the Strategic Objective 2 - to deliver a curriculum that meets the needs of students, employers and our community is approved. c) SO3 - To deliver an outstanding student experience The DCEO Q&C had advised that SO3 remained driven by the four overarching aims. Members welcomed the inclusion of oracy within the target of developing skills in critical thinking and debating and recognised its importance in the current climate. SO3 was being recommended to Corporation for approval. RESOLVED: That the Strategic Objective 3 - to deliver an outstanding student experience is approved.	
10.5	d) SO7 - Empowering education through Digital Transformation The DCEO F&CS had provided an overview of the key deliverables of SO7 to the Q&S Committee. Members questioned the apparent inconsistency in the approach to the following target outcomes, which related to staff's use of digital skills: • Support – reduction of unnecessary manual intervention and non-value adding activities – Output 28/29 – Reduction of 10% of administrative roles across the College through Business Planning. • Leadership and Management – use of AI and data to better inform timely decision making – Output 28/29 – 50% reduction in	

	Leadership and Management time spent on non-value administrative activity linked to BP and PR processes. The DCEO F&CS advised that the purpose of the targets was not to lose roles but to refocus time on quality provision for students. Wording would be amended to reflect this.	
10.6	Q. Beyond improving student outcomes, what are the College's objectives for AI and digitalisation and how will the associated costs be managed? A. Our primary focus in the use of AI and digitalisation is to support decision-making and reduce unnecessary administrative burden, thereby improving efficiency across the College. Investment in AI and digitalisation to date has been minimal, with the applications identified representing a relatively low-cost commitment. While some applications are currently available at no cost, it is acknowledged that charges may be introduced in the future. Expenditure on AI and digitalisation will fall under the College's non-pay budget within the three-year financial plan and will be closely monitored through the annual business planning cycle.	
10.7	Q. Does the College's cyber security approach include supplier compliance and is training provided for all users? A. Cyber security and data protection training forms part of the College's mandatory staff training suite. In relation to suppliers and the wider supply chain, compliance with the College's cyber security requirements is addressed through the procurement process and associated Policy. The College also maintains its Cyber Essentials Plus accreditation and undertakes a Cyber Security Maturity Assessment to support and monitor its cyber security arrangements.	
10.8	Q. Could the College's AI ambitions conflict with its environmental sustainability targets within SO5? A. This will likely become more of a consideration as our use of AI increases, although specific impact has not yet been assessed. Current environmental sustainability targets are primarily focused on reducing carbon emissions from buildings and operations and there is no overarching measure relating to the environmental impact of AI usage. This may need to be considered as part of future impact assessments, as progress against AI and digitalisation objectives could potentially create tensions with targets in other Strategic Objectives going forwards.	
10.9	Q. How does the College ensure that the use of AI does not undermine the development of students' fundamental skills?	

10.10	A. Use of AI is intended to enhance the student experience rather than replace effective teaching and learning practices. The curriculum and pedagogy will continue to be led by educational objectives, with AI used as a supporting tool, rather than a substitute for the development of core knowledge and skills. Q. Does the College engage with students regarding their equipment needs? A. Yes. Student surveys include questions on whether digital equipment and software support the learning experience, with focus groups used to explore any areas for improvement. The College also promotes bursary support for technology and equipment and Student Progress Reviews provide opportunities for students to discuss any barriers to learning and give feedback on their needs. SO7 was being recommended to Corporation for approval. RESOLVED: That, subject to the requested amendments in wording, Strategic Objective 7 - Empowering education through Digital Transformation is approved.	
10.11	e) Prevent policy No significant changes had been made to the Prevent Policy as part of an annual review, updates had been made to department names and changes to responsibilities within staff roles. The Q&S Committee recommend the Prevent policy to Corporation for approval.	
10.12	Q. What are students' views on the Prevent Policy? A. Bradford Local Authority has adopted an approach to Prevent that is framed through a safeguarding lens and promotes 'United Values' rather than 'Fundamental British Values'. This approach has improved student engagement, helping students to relate the principles to their own lives and understand their role as active citizens. This change in language has had a positive impact; being perceived as less exclusionary. Students are generally politically aware and engage well with these discussions. RESOLVED: The Prevent Policy & action plan is approved.	
10.13	f) Bradford College Students' Union Constitution The Constitution had been updated with out-of-date references and language had been removed, whilst still remaining relevant to both HE and FE students and compliant with NUS terms of	

10.14	reference. The Q&S Committee recommended the Students' Union Constitution to Corporation for approval. RESOLVED: The Bradford College Students' Union Constitution is approved. g) Committee self-assessment and Terms of Reference The Committee had reviewed the Committee Self-assessment against its Terms of Reference and had agreed that the Committee had covered the breadth of its Terms of Reference and performed well. In addition, the Committee had reviewed its Terms of Reference and made some minor amendments to reflect current operation. The Committee Terms of reference were recommended to Corporation for approval. RESOLVED: That the Q&S Committee Terms of Reference are approved. <i>GH, MQ/L</i>	
11. 11.1 11.2	Finance & General Purposes Committee - 2 July 2026 The F&GP Chair provided an update on: a) Draft Minutes of meeting – 2 July 2026 These were included in the pack for information and background. Estates Strategy Recommendation Proof of funds had been received for the offer of £1M for the purchase of the Little Germany site. It was therefore proposed that the offer was accepted, as it was the only offer that met the recent valuation amount; acknowledging the conditions that come with the offer. At the last F&GP meeting in May, it had been highlighted that a request would be coming to purchase land from the University, this land had an asking price of £1M (excluding VAT) and was identified from the LocateEd report as the only suitable site for expansion for the College across the city region, who reported a valuation of between £2M to £2.5M. It was therefore requested that F&GP Committee recommend the approval of the purchase of land for a price of £0.9M (excluding VAT). This would provide a suitable site for expansion to meet the demand for construction and allow for the development of a 'shovel ready' project to take advantage of any capital funding schemes as they come available.	

	The acceptance of the offer for the Little Germany site of £1M and the purchase of land from the University of Bradford for £0.9M (plus VAT) are recommended to Corporation for approval. RESOLVED: That the offer for the Little Germany site of £1M and the purchase of land from the University of Bradford for £0.9M (plus VAT) is approved.	
11.3	b) May Management Accounts and Q3 forecast These were included in the pack for information and background.	
11.4	c) 3-year financial plan including budget for 2026/28 and capital plan for 2026/27 & CFFR The budget and capital plan was presented, along with the CFFR, which had been recommended to the Corporation by the F&GP Committee.	
11.5	Q. Why are the metrics highlighted in red under CFADS: Debt Service? A. There is expected to be a breach of the financial covenants for this period. The bank assesses covenant compliance on a rolling 12-month basis and does not take account of the cash balances currently held by the organisation. As a result, the covenant is projected to be breached, primarily due to two anticipated upcoming payments: potential DfE clawback yet to be quantified and the match funding element of the Junction Mills building at the end of the year. While sufficient cash has not been generated during the year to fully cover these payments, we have adequate cash reserves available to meet the obligations. Furthermore, we continue to satisfy the Bank's minimum cash balance requirements.	
11.6	Q. There is a relatively substantial increase in income of £3.6m, but only £0.5m in staff costs. How has this been achieved? A. The position reflects a combination of workforce optimisation initiatives, careful recruitment management and a modest pay award assumption of 0.55% (subject to confirmation). Throughout the year, we have sought to align staffing levels with service requirements. While agency expenditure has been higher in some areas to support operational delivery, we expect this to reduce and staff costs to increase somewhat, as the workforce stabilises and permanent recruitment progresses.	
11.7	RESOLVED: That the 3-Year Financial Plan 2026/28 to 2027/28 and Capital Plan for 2026/27 are approved.	

11.8 11.9 11.10 11.11 11.12	RESOLVED: That the College Financial Forecasting return (CFFR) is approved for its submission to the DfE. d) SO4- Employer of Choice The DCEO F&CS had taken the F&GP Committee through the key deliverables for Strategic Objective 4. This was being recommended to the Corporation by the F&GP Committee. RESOLVED: That the Strategic Objective 4 – to be an Employer of Choice is approved. e) SO5- To maintain a sustainable college The DCEO F&CS had taken the F&GP Committee through the key deliverables for Strategic Objective 5. This was being recommended to the Corporation by the F&GP Committee. RESOLVED: That the Strategic Objective 5 - to maintain a sustainable college is approved. f) SO6 - To grow College income through student recruitment The VPR&C had taken the F&GP Committee through the key deliverables for Strategic Objective 6. This was being recommended to the Corporation by the F&GP Committee. Q. Why are we looking at Taught Degree Awarding Powers in 2028-29 rather than sooner? A. Achieving TDAP would give the College greater independence and agility in responding to changes in the higher education market. Currently, reliance on a university partner for awarding powers can limit our ability to develop and launch new courses quickly in response to local needs. This is particularly important in areas such as teacher training, where there are significant local workforce shortages and a national decline in teacher recruitment. The proposed timing reflects the scale of the work required to secure awarding powers, particularly given the relatively small size of our current HE provision. Over the coming years, we will continue to develop the offer, learn from other providers that have successfully achieved awarding powers, and consider how best to meet specific local and regional needs. Members agreed that a broader discussion on the future shape of HE within the College would be beneficial. It was agreed that the role of HE in the College should be explored further, either as a	
--	---	--

	strategic discussion at a future Corporation meeting or as part of the Strategic Planning Event in January 2027.	
11.13	ACTION: The S&G Committee to consider the role of HE within the College as a topic for strategic discussion at a future Corporation meeting or at the Strategic Planning Event in January 2027.	S&G Cttee
11.14	SO6 was being recommended to the Corporation for approval. RESOLVED: That the Strategic Objective 6 – to grow College income through student recruitment is approved.	
11.15	g) Credit Control and Debt Management Policy The Credit Control and Debt Management Policy had been reviewed and changes to job titles had been updated to reflect the current structure. The F&GP Committee recommend the Credit Control and Debt Management Policy to the Corporation for approval. RESOLVED: The Credit Control and Debt Management Policy is approved.	
11.16	h) Financial Regulations 2026 The Financial Regulations had been updated; with sections relating to Treasury Management and Procurement being removed and placed in stand-alone policies and procedures. The Schedule of Delegation had slightly changed to reflect the restructure. A Conflict-of-Interest Policy was currently being drafted and would be brought to the next Committee meeting. The DCEO F&CS advised that, following feedback from the F&GP Committee, a minor amendment would be made to clarify the departments authorised to hold cash on behalf of the College. The amendment would be incorporated prior to publication. The Financial Regulations 2026 are recommended to Corporation by the F&GP Committee. RESOLVED: Subject to the aforementioned amendment, the Financial Regulations Policy is approved.	
11.17	i) Treasury Management Policy Members had agreed to defer the new Treasury Management Policy and Procedure until assurance had been provided on the	

	operation of the cash management platform, including where balances would be held and how funds would be managed.	
11.18	j) Procurement and Contract Management Policy The Procurement and Contract Management Policy had been retitled and revised to align with Procurement Act 2023. The F&GP Committee recommend the Procurement and Contract Management Policy to the Corporation for approval. RESOLVED: The Procurement and Contract Management Policy is approved.	
11.19	k) Committee self-assessment and Terms of Reference The DCEO F&CS had advised the Committee that business continuity was currently assigned to the F&GP Committee on the Risk Register but was not reflected in the Committee's Terms of Reference, resulting in an internal audit recommendation that this oversight responsibility be formally included. Members had discussed whether responsibility for business continuity would be more appropriately aligned to the Audit Committee. Following discussion, the F&GP Committee had considered that oversight of business continuity would sit more suitably within the Audit Committee's remit. It had been noted that, should this change be approved, the Risk Register and the Audit Committee's Terms of Reference would need to be updated accordingly. It had been agreed that the matter would be referred to the Corporation in July for consideration. The Committee had therefore agreed to recommend the revised Finance & General Purposes Committee Terms of Reference to Corporation without the inclusion of business continuity oversight responsibilities. A vote was taken as to under whose remit the responsibility of business continuity should sit, with 11 votes in favour of this being the responsibility of the Audit Committee and 1 vote against. Members requested that sufficient information and more advanced notice be given when matters arose for decision in this way.	
11.20	ACTION: That the oversight responsibilities for business continuity be designated to the Audit Committee and added to the Audit Committee's Terms of Reference for 2026-27, for approval at the next meeting of the Corporation, and that, subsequently, the Risk Register be updated to reflect the change in responsibility for oversight.	Audit Cttee

11.21	The Committee had reviewed the Committee Self-assessment against its Terms of Reference. It was agreed that the Committee had covered the breadth of its Terms of Reference and performed well. The F&GP Committee recommended the Terms of Reference to Corporation for approval. RESOLVED: The F&GP Committee Terms of Reference are approved.	
11.22	I) HE Fees policy 27/28 The HE Fees Policy 27/28 had been updated to reflect: • Updated fees and the academic year • General revision of wording • Inclusion of LLE • Clarification of extenuating circumstances and fees liability • QTS Franchised provision removed • Modular study fees added Appendix 2 The HE Fees Policy is recommended to the Corporation for approval by both the Q&S and F&GP Committees. RESOLVED: The HE Fees Policy 27/28 is approved.	
Risk		
12.	Strategic Risk Monitoring	
12.1	The Corporation received the strategic risk register for which they have oversight. Each committee had reviewed the risks and the scoring had not changed since the register was last presented.	
Policies		
13.	Freedom of Speech Policy	
13.1	Members were advised that the Freedom of Speech Policy had been deferred until the next Corporation meeting.	
Reports from Committees*		
14.	The minutes from the following were shared within the meeting papers for information:	
14.1	a) Equality & Diversity Committee - 12.03.26 b) Health, Safety & Welfare Committee – N/A c) Joint Consultative Committee – N/A	

Closed session with independent governors		
15.	<i>Closed session with independent governors - Staff and student governors left the meeting. It was agreed that the DCEO F&CS, DCEO Q&C, GD and CEO remain for the closed session.</i>	
15.1	a) People Strategy <i>A separate confidential minute was recorded – see annex.</i>	
Matters to note		
16.	Any other business	
16.1	The Q&S Vice Chair advised that the decline in the recent NSS results compared with the previous year was attributable to a particular student cohort. A full report had been requested and would be reviewed by the Committee in October.	
16.2	It was queried how feedback gathered from governors through surveys, questionnaires, one-to-one discussions, meeting evaluations and self-assessments was used. The CEO advised that this information was considered in detail by the Search & Governance Committee and reported through committee minutes to Corporation. It was suggested that the Corporation would benefit from clearer feedback on actions taken and outcomes achieved as a result of governor feedback. It was agreed that the S&G Committee would consider how this could be communicated more explicitly going forward.	
16.3	ACTION: The Search & Governance Committee to consider how the outcomes and impact of governor feedback can be communicated more explicitly to the Corporation.	S&G Cttee
16.4	A member who had attended the End of Year Creative Showcase commended the event, describing it as an enjoyable and uplifting occasion and highlighting the valuable opportunity to engage with students and view their work.	
16.5	<u>Year Round up</u> Members were advised that the College's 'Year-Round Up', which had been shown the week prior at the Staff Summer Conference, would be circulated to members via email. This provided a summary of the College's work over the past year and its impact in transforming lives.	
16.6	This was the last meeting for Paul Birtles due to his 8- year tenure at the College coming to an end. The CEO reflected that Paul joined	

16.7	the Corporation at a time when the College needed strong, brave and values-driven leadership and that he had consistently risen to that challenge. He had been an advocate for the College's apprenticeship provision and had made a significant contribution to its skills and curriculum strategy. As an ambassador for the College, he was a steadfast champion of students and of the College's values. Paul had also undertaken the roles of Remuneration Committee Chair and Corporation Vice Chair. The CEO expressed, on behalf of himself and the Corporation, the College's sincere gratitude for his commitment and service, noting that it had been a privilege to work alongside him. The Chair closed the meeting at 18:11.	
17.	Meeting Evaluation	
17.1	Link to the meeting evaluation form to be circulated via email.	DGD

Approved by the Corporation:

J. Williams

15.10.26

Signed by the Chair

Date

Agreed Actions

No	Minute	Action	Who?
1	11.13	The S&G Committee to consider the role of HE within the College as a topic for strategic discussion at a future Corporation meeting or at the Strategic Planning Event in January 2027.	S&G Committee
2	11.20	That the oversight responsibilities for business continuity be designated to the Audit Committee and added to the Audit Committee's Terms of Reference for 2026-27, for approval at the next meeting of the Corporation, and that, subsequently, the Risk Register be updated to reflect the change in responsibility for oversight.	Audit Committee
3	16.3	The Search & Governance Committee to consider how the outcomes and impact of governor feedback can be communicated more explicitly to the Corporation.	S&G Committee
4	17.1	Link to the meeting evaluation form to be circulated via email.	DGD