



**Minutes of the Meeting of the Corporation, held on Monday 25 January 2021, 4.00pm  
via Microsoft Teams**

<b>Present:</b>	Mark Farrar (Chair) Mark Bass (Vice Chair) Yvonne Kelly (Principal/CEO) Forhad Altafi (Staff Governor)
	Andrew Brown Evelyn Carpenter Carole Ditty Stuart Fraser Sarkis Mazmanian Bal Panesar
	Doug Trengove (Staff Governor)
<b>In attendance:</b>	Wijay Pitumpe (Chief Finance & Enterprise Officer) Veronica Anthony-David (Chief Transformation Officer) Joy Kettle (Chief Operating Officer)
	Victoria Eastwood (Chief Governance Officer)

<b>1.</b>	<b>Welcome and apologies for absence</b> Apologies for absence were received from Stephen Mizen and Lisa Dee.										
<b>2.</b>	<b>Declarations of Interest</b> Governors were reminded of their responsibility to declare an interest in relation to specific items on the Agenda if appropriate. None were anticipated.										
<b>3.</b>	<b>Minutes of the Previous Meeting of the Corporation – Monday 14 December 2020</b> The Minutes of the Meeting held on Monday 14 December 2020 were agreed as a true and accurate record.  <b>Approved: That the Minutes of the Meeting held on 14 December 2020 were agreed as a true and accurate record.</b>										
<b>4.</b>	<b>Matters arising</b> An update on outstanding actions from the December Corporation meeting was provided:										
	<table border="1"> <thead> <tr> <th><b>Agenda Item</b></th> <th><b>Action</b></th> <th><b>Responsibility</b></th> <th><b>Timescale</b></th> <th><b>Update</b></th> </tr> </thead> <tbody> <tr> <td>7.</td> <td>Review of I&amp;A to include determination, blended meetings, teams, issuing of papers to take place at</td> <td>CGO</td> <td>January 2021</td> <td>Included on agenda for Search</td> </tr> </tbody> </table>	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Update</b>	7.	Review of I&A to include determination, blended meetings, teams, issuing of papers to take place at	CGO	January 2021	Included on agenda for Search
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	the Search & Governance Committee.			Committee Meeting
9.	CFEO to review year end timetable with regard to the Draft Financial Statements and Management Letter.	CFEO	ASAP	Complete
10.	The figure for the ratio between the CEO salary and mean salary of the organisation to be confirmed. The incorrect figure to be amended as required and the % to be removed.	DOFE	ASAP	Completed
11.	The following year against the current year to be included in the budget modelling summary going forward.	CFEO	25/01/21	Complete
11.	All future forecasts to be time stamped to ensure version control.	CFEO	25/01/21	Forecasts include the date they are created
11.	Breakdown in non-pay expenditure savings and what these were in terms of expenditure items to be included in the next report.	CFEO	25/01/21	Complete

There were no further matters arising not covered by the agenda.

#### 5. Chair's Actions

There were no Chair's actions for discussion.

#### 6. Review of Confidential Minutes 2019/20

The Chief Governance Officer (CGO) advised that the confidential Minutes were presented for review on an annual basis. Minutes dating back to previous academic years had been included to discuss whether these Minutes should still remain confidential.

Discussion focussed on whether any of the detail remained commercially sensitive, particularly around banking covenants and the revolving credit facility. The Chair noted that some of this information was already in the public domain and the College needed clear reason not to publish the Minutes.

Following careful consideration it was agreed that the confidential minutes relating to OfS registration matters and potential merger discussions should remain confidential for a further one year period (to be reviewed in December 2021). All other Minutes relating to capital issues and subsidiaries would be released.

Consideration was given to whether Minutes could be anonymised and the merits of finding a balance between being open and transparent and recording too much detail. Carole Ditty offered to meet with the CGO to discuss this further – this was agreed. The CGO advised that she would report back on the outcome of discussions and any suggestions.

**Approved: All Minutes pertaining to the OfS discussions to remain confidential for a further one year period; Minutes regarding merger discussions to be filed as confidential. Minutes relating to capital discussions and subsidiaries to be released into the public domain.**

**Action: CGO to meet with Carole Ditty to discuss sensitivity of Minutes and recording of discussions.**

**7. Principal/CEO Report**

The Principal/CEO reported that currently 33 staff and 52 learners had tested positive for covid. Thirty learners were attending site each week and these learners were being tested. Thanks were recorded to the Health & Safety team supported by the Estates and IT teams who were working on site.

The Corporation were advised that the College had issued in excess of 160 devices and a further 500 devices and 200 sim cards had been purchased. Additional devices were pending as part of the DfE scheme.

The Chair queried the position with broadband in the area. The Principal/CEO replied that this was an issue being picked up by the Council due to limited access and further discussions were in progress regarding working collaboratively. Evelyn Carpenter stated that contact had been made by the Council to local Headteachers and links to where broadband providers were trying to help schools had been made available. Evelyn advised that she would pass this information to the College and thanked the College for the work undertaken to provide access to testing and the discussions taking place with the LBBB Schools Improvement Partnership regarding sharing practice.

The Principal/CEO advised that the Broadway Theatre was now being used as a vaccination centre and thanked the Chief Finance & Enterprise Officer (CFEO) for leading on this. It was reported that given the long and difficult process last year, the College had made the decision to continue to allow learners the option to travel and complete exams if they wanted to. Pearson were currently looking at alternative solutions to those students who had not attended external exams, but the intention was to continue with exams where possible.

Ofqual had now published consultation on how qualifications and grades would be awarded this year with decisions expected by late February 2021. The Chair noted that the consultation was late to commence. The Principal/CEO responded that due to the varying nature of qualifications it is unlikely that there will be one solution.

The Principal/CEO advised that the funding rates for 2021-22 would be the same as 2020-21 and the ESFA planned to use the latest Index of Multiple Deprivation to 'level up' disadvantage funding across the country. Many colleges would gain from this, but an equal number would lose out, particularly in London. Modelling is underway to confirm how this would impact on the College – it was key for the College to be able to continue to support residents in the Borough. The Corporation were informed that 26 staff had been furloughed at present and the position would continue to be scrutinised.

The Principal/CEO reported that the deadline for the Level 3 qualifications consultation (and the linked Level 2 consultation) had been extended to the 31 January 2021. The College had submitted its own response alongside the AoC which supported the development of high quality technical routes. The FE White paper had now been published and the Board would be kept abreast of developments.

The Chair asked if there were any themes in the College's response to the L3 consultation. The Principal/CEO responded that the biggest concern was the Applied Generals and the opportunity to maintain choice, participation and access for those learners where A Levels and T Levels were not appropriate. The Chief Operating Officer (COO) added that there were some gaps in Performing Arts and Protected Services with concerns about where learners these students would go at Level 3.

In response to a query from Stuart Fraser, the Principal/CEO advised that safety measures were in place to enable learners to attend College to undertake their exams. The exams were broad ranging and included vocational, 'licence to practise' and apprenticeships. Attendance has been quite high and it was felt important to continue to ensure learning that had taken place was assessment as well as prevent a bottle neck at the end of the year. This was the case last year which impacted on staff and student's health and well-being.

The Chair thanked the Principal/CEO for the report which highlighted the current position and the challenges the College was facing.

**Action: Principal/CEO to issue FE week bulletin to Governors.  
Agreed: That the current position be noted.**

#### **8. Updated Year-end Forecast**

The Chair noted that the second year view had been included which was useful in showing the challenges starting to emerge.

The CFEO reported that the College was forecasting a £586K deficit at present after applying relevant savings but further savings were being worked through and the current lockdown had added more uncertainty. At the December Corporation Meeting, a shortfall of £600K had been forecast for AEB funding and although the College were anticipating to hit this target, to be prudent a forecast of £300K had been included. The College had received a letter from the Deputy Mayor to advise that further flexibilities were being explored but the details still needed to be worked out. The College would need to make further savings to achieve a break even position.

The Corporation were informed that cash was being closely managed and the next two months would be key as the funding profile payments were low in these months.

In terms of apprenticeships, the current forecast for funding was £2m opposed to the previous target of £2.9m. There were 15 statements/provisional enrolments pending for learners and HR and Construction were still recruiting new apprenticeships. The College had successfully tendered for the NHS framework to deliver five apprenticeship standards in three regions: London, South-East and East of England and once the numbers had been established they would be included within the pipeline figures.

The Chair stated that the forecast position had improved since the December 2020 Corporation meeting. The forecast would still be a loss of over £500K but there was potentially some room to move with the AEB budget but this could not be quantified. The College needed to manage the cost based as closely as possible. There was a need to take care of quality of learning and capacity but also a need to protect the College for the future.

The Vice-Chair asked if at the next meeting the cost of the catering contract being withdrawn could be reported. The CFEO responded that this was a new development and the suppliers

were having difficulties providing the numbers required given the circumstances. At the end of February 2021 the staff would need to be TUPEd back to the college and if the refectory was unable to reopen and staff would therefore be furloughed. This would be incorporated into the forecast.

Evelyn Carpenter thanked the CFEO for the report and questioned what would happen to learners who may need additional support if the College was reducing classroom cover to help make savings. She added that the College's success regarding NHS framework funding was a great achievement and asked if the College would benefit from the new Government incentives regarding new starts. The CFEO clarified that the College was merging classes where appropriate and not reducing classroom cover. All government funding was being taken advantage of.

Stuart Fraser commended the savings achieved of over £500K and queried how confident the College was to achieve £600K from projects. The CFEO replied that the projects were being worked through and the College was cautiously confident the target would still be achieved.

In response to a query from Stuart Fraser, the CFEO confirmed that the deadline for accounts to be submitted to the ESFA was 31 January 2021 therefore not all colleges would currently have submitted their accounts.

The Chair asked whether the College subscribed to FE week as it may be useful for Governors to be made aware of issues within the sector and for other colleges. The Principal/CEO confirmed that she would send through the link as appropriate.

Bal Panesar stated that the staff to income ratio was the fundamental problem given the current ratio and the College needed to ensure that it retained good quality teaching staff but the fundamental part was the staff costs in aggregate.

The Chair asked when a benchmark would be available for staff costs. The CFEO responded that once all college accounts were published ESFA will publish the data, but this is usually not received until April/May. Once the accounts had been published the College share accounts with others and would be able to provide feedback.

Bal Panesar stated that in driving economics staff costs were a big driver and there was a need to ensure efficiencies in this area. The College needed to consider how many staff would be affected by redundancies as a last resort. The Principal/CEO added that the College could not sustain a staffing ratio of that figure and delivery models were being considered.

Bal Panesar queried the synchronisation of the cashflow graphics provided for August 21 – July 22. The CFEO clarified that the date for August was the 31st therefore the starting point was the end of the month not the beginning.

Evelyn Carpenter referred to the income forecast for Young College and questioned the impact on staff and whether these staff would be utilised. Clarity was sought on Young College income assumptions and why this was not showing as a variance as earlier in the report it was advised that income was decreasing. The Principal/CEO replied that school contracts for Young College had changed due to home elective learners increasing and income had decreased from £600K to c£200K. SEND provision was still growing and staff were being redeployed from the permanent team to other areas and support staff were also being used to assist.

The Chair stated that apprentices had only banked £180K (actual new starts) leaving nearly a million to run in the rest of the year and questioned how confident the College was of hitting that target. The Principal/CEO replied that the profile was being monitored weekly in terms of the pipeline. Commitment statements were being tracked and by the end of February 2021 the position would be clearer. However, work was still ongoing and recruitment taking place but there

were still many unknowns. The Chair stated that this was a tough environment, any down size in the projects was being mitigated but this was still a big financial risk area.

Stuart Fraser asked whether there were any sensitivities around half term or Easter and whether this would affect the numbers in any way. The CFEO responded that the new lockdown had increased uncertainty and this forecast was based on the best assumptions. Apprenticeships were the one to watch. The Chair added that the income lines coming in needed to be a key focus.

Post meeting note:

After the meeting, Evelyn Carpenter forwarded the following queries to the CFEO for clarification:

There was no ALS expenditure in 2019. Where has this expenditure been transferred from? What does the ALS expenditure apply to – other parts of College curriculum which need additional learning support? Why is this expenditure transferred to Learning Support and PETT area?

CFEO response: This has now been corrected. Previously ALS was included as a part of the Learner support service and Intervention team but now this has been separated out. We will ensure previous years ALS expenditure is included in future reports. The expenditure has been transferred from Learner Support Services. ALS support the whole college i.e. a centralised resource. Additional Learner support are funded for the learners in all curriculum areas where there is a need. Previously it was included under Business Operations and then a separate Directorate called Learning Support and PETT was created. This is based on changed structures in the college.

Education Contracts - why is Young College not showing a variance? It is stated that Young College income was assumed at similar levels. However, the income is also shown as decreasing.

CFEO response: The forecast for the financial year 2021/22 is a modelling exercise as all the information is not available at the time of the forecast. The forecast will be updated through the business planning and as and when new information is available. We expect young college to perform better in next year.

Further to the comments regarding 'whole college funding' for additional learning support, I was attempting to describe the way that DFE funds for learner and learning support is wrapped up in the DFE funding allocation. Learning support funding includes a number of elements which cover both high as well as low levels of support. The low-level support includes a range of different factors including previous GCSE scores, student home postcodes and volume of looked after children. This funding is shared across all curriculum areas and supports our provision of lower-level programmes within vocational areas as well as all other forms of non-high needs learning support.

CFEO response: The contribution in the area you have highlighted does not have any implications in terms of quality education as this is area is resourced in line with the course file, delivery and the need.

**Agreed: That the current position be noted.**

**9. College SAR & QIP**

The Chief Operating Officer (COO) reported that the full document had been discussed in detail at the Performance and Standards Committee and had been externally verified by an inspector. Key themes and highlights were identified as follows:

- The College had self-assessed as Good

- Increase in High Needs, SEND, LAC, Level 1 learners and learners receiving free College meals
- Level 3 learners decreasing over the last three years – The College needed to consider how it delivered and marketed learning – lot of work taking place to address this
- Numbers decreased in 2019/20 across all areas other than High Needs due to the impact of Covid – mindful for marketing for 2021/22
- Covid affected retention slightly but affected achievement by 10% across all areas.
- Increase in internal progression in each area 16-18 5%; Adult 7% and High Needs 3%
- 16-18 attendance was an issue
- Increase in destination information for adult learners is required
- College had many strengths including being clear on intent and a broad offer that met local and regional needs
- Fantastic partnerships and IoT
- Confident about Governance and leadership to make improvements
- Under performance in a few areas – some NTI areas had continued from the previous years and these were being focussed on
- More work required to achieve timely apprenticeships
- Work experience – some industry employers could be quite risk adverse – the College was exploring supply chains to get learners into placements.
- L&M – CPD for teachers was a strength
- Middle management required development and investment and this was being worked on
- Developed a holistic model of T&L assessment

The COO advised that the key areas to develop were increasing L3 learners, internal progression; middle management development and employer relationships for upskilling, placements and attendance.

Stuart Fraser advised that industry experience for staff needed to be improved. The COO replied that things had stalled due to covid but the Head of Teaching & Learning was putting together a framework for staff on building relationships.

Evelyn Carpenter expressed concern over the QAR percentages of the College compared to the national picture and questioned how the College was not doing as well as nationally. The COO responded that this year the national average marks were the same as last year therefore it was classed as an anomaly and would not be published – the rate had only been included for information.

Evelyn Carpenter advised that she was surprised to see the erratic attendance in English and Maths. The COO advised that vocational areas needed to own English and Maths and support the team to keep students engaged.

In response to a query from Bal Panesar, the Chief Transformation Officer (CTO) confirmed that the CPD target for staff previously was 68% and there had been an increased response through online learning.

Doug Trengove stated that the increase in Level 1 learners and decrease in Level 3 learners was noticeable around the College and asked what measures were in place to retain L3 learners. He questioned where the improvements were in English and Maths as this area was constantly discussed as an exception to improvement. The COO responded that learners were preferring to stay on at School or Sixth Form rather than move onto College. The current Level 3 learners in the College were the ones who were starting again. The Principal/CEO added that part of the issue was set within the context of declining recruitment. The College had received detailed information on the Borough from the School Improvement Team highlighting the migration of learners both out of and into the Borough was decreasing. Grade inflation had also seen more learners progressing into Level 2 and Level 3.

	<p>Bal Panesar stated that weaknesses within English and Maths were consistent with the current generation. Action points to address this needed to be included in the plan going forward. The Chair noted that English and Maths was a reoccurring issue.</p> <p>The COO confirmed that the Board would be updated each term. The Chair thanked the COO for her report.</p> <p><b>Approved: The Strategic Impact Assessment 2019/20 was approved by the Corporation.</b></p>
<p><b>10.</b></p>	<p><b>Balance Scorecard inc ELIOT Update</b></p> <p>The Principal/CEO presented the balance scorecard and highlighted the following:</p> <ul style="list-style-type: none"> <li>• Attendance was currently an issue</li> <li>• Applications had seen a slow start and there had been a declines in apprenticeships but a range of marketing activities were in place to address this</li> <li>• Retention – 16-18 absentees being followed up by intervention team and it was likely retention would increase.</li> <li>• Student satisfaction was very positive and this reflected the hard work of the teams</li> <li>• Employer satisfaction would take place next and the staff satisfaction survey at the end of the year</li> <li>• Staff retention positive</li> <li>• Staff utilisation– working through the staff and making sure they were fully utilized to inform agency staffing discussions.</li> </ul> <p>The Principal/CEO referred the Corporation to the ELIOT balance scorecard reporting that the DfE was pleased with the ELIOT as it was performing well against the other IoT's. Level 4 and 5 had declined against profile and the College had approached the DfE who had switched the project to direct at Level 4 and 5 targeting unemployed, furlough and upskilling in Engineering Digital and HR. These qualifications had been mapped to Levels 4 and 5 to mitigate any shortfall in apprenticeships with the innovation fund. In response to a query from the Chair, the Principal/CEO advised that switching in the short term had the ability to flex the qualifications.</p> <p>The Principal/CEO advised that the College had a good relationship with the DfE and they met once per month. The DfE had made an enquiry about growth but on the back of the FE White Paper they were looking to talk to expand.</p> <p>Stuart Fraser asked if there was is anything that needed to be discussed at the TSAG meeting with regard to Levels 4 and 5. The Principal/CEO replied that she was a member of the GLA high level steering group and the GLA were considering flexing funding. Recruitment had been lost due to the position with the OfS and the application process was ongoing.</p> <p>Stuart Fraser asked whether OfS registration would be in place for the 2021/22 term. The Principal/CEO advised that the application would be submitted by mid-February and once an initial response had been received from the OfS this would be brought back to the Board.</p> <p><b>Agreed: That the current position be noted.</b></p>
<p><b>11.</b></p>	<p><b>Safeguarding Update</b></p> <p>The Chief Transformation Officer (CTO) reported the minimal changes made to the Safeguarding Policy advising that Amy Decampos was now the Designated Safeguarding Lead for the College following the retirement of Diana Blofeld who had previously been part of a job-share for the role.</p> <p>The CTO reported that there had been an adjustment to the Guest Speaker Policy to ensure that guest speakers were always accompanied including virtually. In addition, a panel had been created to discuss serious incidents, assess risk, make recommendations to chairs of disciplinary hearings and ensure that appropriate victim support was put in place where required.</p>



	<p>The Corporation were informed that covid had not impacted on safeguarding cases and the number of cases by the end of term for December 2020 replicated the 2018 position. Young College had the highest number of cases as the reporting was better and a lot of learners from this area were more vulnerable.</p> <p>The CTO advised that the College Safeguarding Officer was also a wellbeing coordinator for the College which worked well in assisting with mental health priorities.</p> <p>Bal Panesar questioned whether the panel would be structured to be involved when an incident occurred. The CTO replied that the panel would have designated times to meet but also jump in to deal with gaps or when issues were not being quickly seen to.</p> <p>Evelyn Carpenter stated that it was pleasing that there was a special member of staff appointed in Young College but asked if any detail could be provided on the safeguarding concerns in this area. The CTO replied that staff were very particular in the reporting but it was not one particular issue. The Chair advised that in the current environment the College needed to stay on the case and where possible isolate statistics and watch for anything unusual.</p> <p>The Chair asked the CGO to ensure the changes lined up in the Policy. The Safeguarding Policy was approved unanimously by the Corporation.</p> <p><b>Action: CGO to ensure changes are lined up in the Safeguarding Policy.</b>  <b>Approved: The Safeguarding Policy was approved by the Corporation.</b></p>
<p><b>12. GDPR Update</b></p>	<p>The CGO reported that the College had introduced measure to ensure GDPR compliance with the GDPR came into force in 2018 and this had been monitored. It was now proposed to undertake a review of all measures in place for 2021 and the action plan to address this had been provided for the Board.</p> <p>Carole Ditty questioned the approach for grading etc and whether current measures needed to be enhanced. The CGO replied that this was being considered and a DPIA would be put in place. An update would be provided at the next meeting and GDPR would feature as a standing agenda item for the Corporation.</p> <p>In response to a query from the Chair, the CGO advised that encryption measures for emailing sensitive data were in place and many organisations had secure portals to upload data instead of emails. These measures were being discussed with the Head of IT.</p> <p>Evelyn Carpenter thanked the CGO for the action plan which was easy to follow.</p> <p><b>Agreed: That the current position be noted.</b></p>
<p><b>13. AoB</b></p>	<p>There was no further business.</p>
<p><b>14. Self-assessment of meeting</b></p>	<p>The Chair asked the Corporation for any feedback on the self-assessment of the meeting and the following comments were received:</p> <ul style="list-style-type: none"> <li>• Thanks to the Chair for the timely manner and all items were covered well</li> <li>• Good meeting with lots of content</li> <li>• To the point and succinct</li> <li>• Positive meeting , good balance</li> <li>• Good meeting and I appreciated the work on the financial updates - much easier for me to navigate and thanks to Wijay and team for taking on our comments from previous meetings</li> </ul>

	The Chair thanked the Principal/CEO and team for all their hard work.
<b>15.</b>	<b>Date and time of next meeting – Tuesday 23 March 2021, 4pm</b>

The Chair thanked all those in attendance for their contributions and the meeting closed at 5.58pm.

<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Update</b>
6.	CGO to meet with Carole Ditty to discuss sensitivity of Minutes and recording of discussions.	CGO	Prior to March meeting.	Complete
7.	Principal/CEO to issue FE Week briefings to Governors.	Principal/CEO	ASAP	Complete
11.	CGO to ensure amendments to safeguarding policy are included within the policy.	CGO	ASAP	Complete