

## Meeting of the Policy & Resources Committee

<b>Date:</b>	21 November 2022	<b>Room number</b>	Boardroom
<b>Present</b>	Evelyn Carpenter (Chair), Forhad Altafi (Vice-Chair), Carole Ditty (CD), Yvonne Kelly (Principal & CEO), Talha Ahmad (TA), Andy Forbes (AF)		
<b>In attendance</b>	Victoria Eastwood (Chief Governance Officer) (CGO) Debora Greenidge (Interim Executive Director – Finance) (IEDF) Andrew Lawson (Chief People Transformation Officer) (CPTO)		
<b>Apologies</b>	Michael Going		
<b>Circulation</b>	Policy & Resources Committee/Corporation		

1.	<b>Welcome and apologies.</b> The Chair welcomed all present to the meeting and introductions were made. Apologies for absence were received from Michael Going.			
2.	<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. The Chair and Vice-Chair declared an interest in agenda item 4.			
3.	<b>Minutes of the Previous Meetings held on Monday 14 March 2022</b> The Minutes of the previous meeting held on Monday 14 March 2022 were agreed as a true and accurate record.  <b>Approved: That the Minutes of the previous meeting held on Monday 14 March 2022 were approved as a true and accurate record.</b>			
4.	<b>Appointment of Committee Chair and Vice-Chair</b> The Chief Governance Officer (CGO) reported that, after discussion prior to the meeting, Evelyn Carpenter had agreed to take the role of Chair of the Committee and Forhad Altafi had agreed to remain as Vice-Chair. This was approved. The CGO then reported that Evelyn Carpenter had advised of her intention to resign from the Board of Corporation as from the end of December and therefore this would be her last meeting. A new Chair would be sought in the New Year.  <b>The Committee expressed their sadness at Evelyn’s resignation and unanimously agreed that she would be greatly missed.</b>  <b>Approved: That Evelyn Carpenter take the Chair for this meeting of the Committee and a new Chair to be sought as from 2023. Forhad Altafi to be appointed as Vice-Chair of the Committee for the 2022/23 academic year.</b>			
5.	<b>Matters arising</b> An update on the actions from the previous meeting was provided:			
	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timescale</b>
	6.	Update on the debt position to be provided prior to the June Committee meeting.	CFO	May 2022
				Updated via Corporation

6.	List of unrecoverable debts and full report including trend data to be provided for the June Meeting.	CFO	June 2022	Updated via Corporation
6.	Debt recovery to be a standing agenda item for each Committee meeting.	CGO	2022/23	Included in the cycle of business for 2022/23
7.	Full breakdown of 16-18 and adult allocation and update on criteria and spend for the learner support bursary fund be provided.	Head of CIS/Head of Enrolments	ASAP	Included on November Agenda
8.	Full forecast to be presented at the March Corporation meeting alongside the February accounts.	CFO	28/03/22	Completed
8.	Future accounts to include performance of previous years, movements in actuals and variance each month alongside increased narrative including agency position and to provide clarity on staffing ratio.	CFO	28/03/22	Completed

**6. Committee Schedule of Business and Terms of Reference 2022-23**

The Chair referred to paragraph 6.3 – Human Resources and suggested that ‘after consultation with staff as appropriate’ should be included at the beginning of the two paragraphs. This was agreed

CD queried whether the Terms of Reference should express reference to the College’s Ofsted reports. The Principal/CEO added that the relationship between all committees and the Ofsted recommendations needed to be considered. It was agreed that reference to Ofsted would be included.

**Action: ‘after consultation with staff to be added to paragraph 6.3 and reference to Ofsted to be included in the Terms of Reference.**

**Approved: That, subject to the proposed amendments, the Committee Schedule of Business and Terms of Reference 2022-23 be approved.**

*It was agreed that Agenda Item 10 would be taken at this point in the agenda.*

#### 10. Management Accounts to end October 2022

After discussion at the Corporation Pay Award meeting held earlier that day, the Committee were provided with an income and expenditure summary report to October 2022 factoring in the 3% pay increase and contributory factors included in Option 2.

The Interim Executive Director Finance (IEDF) highlighted the following key points:

- The College was profiling to budget as the ILR returns were submitted in December
- Profile of Apprenticeships was c300 but 90 had enrolled. £600K had been removed to de-risk apprenticeships.
- High needs had recruited 57 more learners than the target which would be additional income – the figures to cost each learner were still to be received and Element three remained unknown. The Chair noted that expenditure in this area had increased, therefore, this income could not be used for purposes other than High Needs.
- Pay award based on establishment and vacancies – currently 3.6 million pounds worth of vacancies with the pay award factored in.

The Chair asked where Erasmus featured in the accounts and whether the reduction to £300K was reflected in the figures. The IEDF replied that this would be included in project income and project expenditure. As income for projects consistently came in through the year the project income remained the same but adjustments would be made.

AF referred to the carried forward deficit of £570K and advised that the College needed to make a reasonable assumption of how the write off was going to play out and that it was also reasonable to assume the 5 year proposal for the bad debt was the most likely outcome. The IEDF stated that this had been included as bad debt provision and the deficit could be written off over 5 years.

The Principal/CEO advised that the agencies needed to be reconciled against the vacancies to confirm what potential savings the College were making against staff pay. There were currently £3.6m vacancies, some were being covered by agency staff and some were not.

The Chair asked for clarification on the use of interim staff for a year. The Principal/CEO responded that these staff would take the College through the next inspection then make the change. AF added that it would be useful to monitor the vacancy issue and advised that some Colleges had policies for when they had advertised a position twice and failed to recruit.

In response to a query from AF, the Chief People Transformation Officer (CPTO) advised that the original proposal was to target those staff earning below £25K – if there had to be a compromise, removal of the additional non-consolidated payment would be the option.

AF advised that the College could pay 3% or 3.5% but take out the May non-consolidated payment (which could be revisited later in the year) which would allow for the regrading of the lecturer scale and still achieve a surplus. TA added that this needed to be a consolidated pay award committed for the longer term.

AF stated that it would be useful to look at non pay benefits that the College offered. TA advised that non pay benefits and flexibilities were really important for staff. To be summarised and sent in the information for the 28 November meeting.

After further discussion and scrutiny, the Committee agreed that the value of staff needed to be recognised and recommended a 3% increase (Option 2) to include increments, regrading for lectures, London Living Wage and consolidated payment of £750K for those staff earning under £25K. The additional consolidated payment to be removed and discussed in the future. All assumptions to be based on the inclusion of the carried forward deficit and bad debt provision. A

	<p>detailed report including non pay benefits to be presented to the Corporation at the additional meeting on Monday 28<sup>th</sup> November.</p> <p><b>Approved/Action: (Option 2) to include increments, regrading for lectures, London Living Wage and consolidated payment of £750 for those staff earning under £25K. The additional consolidated payment to be removed and discussed in the future. All assumptions to be based on the inclusion of the carried forward deficit and bad debt provision. A detailed report including non pay benefits to be presented to the Corporation at the additional meeting on Monday 28<sup>th</sup> November.</b></p>
7.	<p><b>Sustainability &amp; Infrastructure Update</b></p> <p>The Vice-Chair questioned how the increased costs in gas and electricity were being factored in for the following year. The Principal/CEO responded that the College was looking at the deals available and, in the meantime, had engaged with the GLA to undertake a complete review - Retro Fit Accelerator Programme which would take c7 months to complete and include cost implications.</p> <p>The Chair advised that communicating the work taking place in this area was crucial and the College needed to ensure that the research being undertaken and any changes/development were communicated as they happened. CD added that getting staff/students involved in the initiatives was key.</p> <p>TA questioned whether the College's catering facilities had a focus on local produce and were alive to the issue that smaller local traders did not always have the expertise on how to provide sustainable products. The Principal/CEO responded that the BEC forum advised on this and training packages as part of the Food School also provided relevant advice.</p> <p><b>Agreed: That the current position be noted.</b></p>
8.	<p><b>Balance Scorecard – Term 1</b></p> <p>The Principal/CEO presented the proposed format of the balance scorecard and discussion took place on how this would be developed and shared. The balance scorecard would be updated on a monthly basis and include hyperlinks to the visualisation reports which were live. In addition to this, the league tables would be presented to the Performance &amp; Standards Committee.</p> <p>The balance scorecard would be updated for the beginning of December based on the position as at the end of November and provided to the Board.</p> <p><b>Agreed: That the current position be noted.</b></p>
9.	<p><b>Learner Support Bursary Fund</b></p> <p>The Principal/CEO updated the Committee on the previous underspend and the two issues: targets for attendance were below college targets which had now been reset and the underspend on adult due to the number of Access learners. It was agreed that the detailed report would be issued after the meeting for reference.</p> <p><b>Action: Learner Support Bursary Fund report to be issued to the Committee.</b></p>
10.	<p><i>This agenda item was taken previously in the agenda.</i></p>
11.	<p><b>Health &amp; Safety Termly Update</b></p> <p>The Chair noted that the link to strategic priorities in the covering report should include 'creating an exceptional learner experience' – this was agreed and would be amended for future reports.</p>

	<p>The Chair referred to the risk assessments stating that 20% had been reviewed and questioned whether the aim for 100% compliance by the end of January 2023 was on target or over ambitious. The CPTO replied that risk assessments were in place but being reviewed by the Heads of Division to ensure they were still current and relevant. The Principal/CEO added that these should now be approached with a sense of urgency as technically things should cease if risk assessments were not in place.</p> <p>The Chair noted that data on health and safety incidents had not been included and requested this be included in the next report. This was agreed.</p> <p>The Vice-Chair queried the dip in training at Broadway and the TSA. The CPTO advised that areas of risk and areas of compliance had been highlighted and a lot of time was being spent with relevant staff to inform and support and a mini audit had also taken place.</p> <p><b>Action: Data on health and safety incidents to be included in the next report.</b>  <b>Agreed: That the current position be noted.</b></p>
12.	<p><b>Subcontracting/Partnership Progress Report inc Supply Chain Fee Policy</b></p> <p>AF stated that the reference to subcontracting within the Ofsted report contradicted the contents of this report. The Principal/CEO replied that the approach to partnerships had not been clearly communicated with Ofsted which had caused the confusion. It was noted that the paper was very funding and finance based and a curriculum and quality focus was required going forward.</p> <p>The Committee considered and approved the Supply Chain Fee Policy.</p> <p><b>Agreed: That the current position be noted.</b>  <b>Action: Partnerships report to ensure a curriculum and quality focus going forward.</b>  <b>Approved: The Supply Chain Fee Policy was approved for future use.</b></p>
13.	<p><b>People &amp; Organisational Development Update</b></p> <p>The Chair noted that the refurbishment of the College prayer room/signage was still a concern. The CPTO responded that the room concerned was signposted as a prayer room but not well signposted across the College. Consideration was being given as to whether usage of that space was the original remit and whether an additional space to accommodate a quiet space alongside the prayer room was required.</p> <p>AF questioned where CPD sat within the College. The CPTO advised that this sat with the Learning Innovation Team working collaboratively with HR but going forward CPD would move under HR. The Vice-Chair asked whether Wellbeing Champions were promoting wellbeing and non-pay benefits within this area. The CPTO stated that it was a strategic aim that wellbeing and welfare were key as part of the strategic plan. The College's ambition was to be accredited under the Mayor of London's healthy workplace index and College champions would develop health streams around this.</p> <p>CD reported that she attended the College's EDI Committee and advised that it was important to ensure momentum continued in this area as it was easy for this focus to decrease when the pressure was on. This was unanimously agreed.</p> <p>TA stated that the diversity of BAME staff was falling and there was a need to start looking at breaking the figure down and considering where this figure sat in terms of overall diversity of the student population. The Chair added that the student body was more representative of the population as a whole than the staff body. The CPTO advised that more data could be provided to ensure clarity on how BAME is referred to and the categories within. The College should not underestimate the more we could do for the workforce to be representative of the community we serve.</p> <p>TA asked for further information on the working environment category which had been selected as the reason for leaving the College by some staff. The CPTO replied that this included a number of factors</p>

	<p>such as work life balance and wellbeing and would be explored in more detail. Although the College issued an exit questionnaire to all staff there was a relatively low response rate but further work was needed to obtain the detailed data. TA stated that if response was an issue the College needed to look at other strategies to improve collecting and reporting data.</p> <p><b>Action: Increase in data to provide clarity on how BAME is referred to and the categories within to be provided in the next report.</b></p>
<p><b>14. Safeguarding Policy</b></p>	<p>The Chair noted that the Policy was presented for approval but advised that the Board needed to see the data in future reports.</p> <p>The Chair referenced the sentence: 'The College will allocate specific resources to promote the welfare and safety of its students,' and stated that it was advised at a recent Safeguarding meeting that a LAC Coordinator was not in place and the Young College structure had been terminated even though 14-16 learners had been admitted. The Principal/CEO reported that the LAC Coordinator post had been an internal promotion but the post was in establishment and was now in progress with interviews taking place this week. New processes and procedures regarding PETS were needed. There had been a miscommunication regarding 14-16 learners issued during the summer which had inaccurately communicated to parents that the College was accepting 14-16 learners when the actual decision had been to only accept Year 11 learners. Ofsted confirmed they were happy with the College's processes but policies need to be developed and put back in place. The Chair stated that firm procedures needed to be in place to ensure the College did not take further 14-16 learners.</p> <p>AF advised that Ofsted had not been convinced of the College's implementation of radicalisation processes and suggested that this be returned to and consider what was behind the Ofsted comment. This was agreed.</p> <p><b>Approved: The Safeguarding Policy was approved.</b>  <b>Action – a report on the implementation of radicalisation processes to be received at the next meeting.</b></p>
<p><b>15. Treasury Management Policy Annual Review</b></p>	<p>The IEDF provided an update on the two main changes to the report focussing on the inclusion of a section on money laundering and reporting arrangements.</p> <p>TA questioned why money laundering had been included. The IEDF replied that this had been included to protect the College and ensure the policy was current. The issue of sanctions was discussed and it was noted that this sat within the Anti-Bribery Policy approved by the Audit Committee. The CGO stated that a copy would be forwarded to TA for reference.</p> <p>In response to a query from AF, the IEDF confirmed that a review of maximising opportunities re savings interest was taking place. The Chair noted that LBBB were very good at adapting income and suggested it may be useful for the College to make contact.</p> <p><b>Approved: The Treasury Management Policy was approved for future use.</b></p>
<p><b>16. Freedom of Information Policy</b></p>	<p>The Committee discussed the Freedom of Information Policy which was based on the AoC template but had been reviewed to include clarity on the reason for the policy.</p> <p><b>Approved: The Freedom of Information Policy was approved for future use.</b></p>

<b>17.</b>	<b>AoB – Evaluation of Meeting</b>
	<p>The Committee unanimously agreed that the meeting had been well chaired with a very full agenda and the additional pay award discussion.</p> <p>The Committee recorded their thanks to the Chair for her hard work and commitment to the Committee.</p>
<b>18.</b>	<b>Date and time of next meeting – Monday 13 March 2023</b>

The Chair thanked all those in attendance for their contributions and to the officers for their reports.  
The meeting closed at 20.16pm.

<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Update</b>
6.	After consultation with staff to be added to paragraph 6.3 and reference to Ofsted to be included in the Terms of Reference.	CGO	ASAP	Complete
9.	Learner Support Fund information to be issued to the Committee.	Principal/CEO	ASAP	Complete
10.	(Option 2) to include increments, regrading for lectures, London Living Wage and consolidated payment of £750 for those staff earning under £25K. The additional consolidated payment to be removed and discussed in the future. All assumptions to be based on the inclusion of the carried forward deficit and bad debt provision. A detailed report including non pay benefits to be presented to the Corporation at the additional meeting on Monday 28 <sup>th</sup> November.	CGO/CPTO	25/11/22	Complete
11.	Data on health and safety incidents to be included in the next report.	CPTO	March 2023	Complete
12.	Partnerships report to ensure a curriculum and quality focus going forward.	IEDF/Principal/CEO	March 2023	Complete
13.	Increase in data to provide clarity on how BAME is referred to and the categories within to be provided in the next report.	CPTO	March 2023	Safeguarding Report deferred to the full Board

14.	Report on the implementation of radicalisation processes to be received at the next meeting.	CPTO	March 2023	Safeguarding Report deferred to the full Board
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Signed.....  
(Chair)

Date.....