



**Part 1 Minutes of the Meeting of the Governing Body Held on 17 October 2019 at 5.15pm**

<b>Present</b>	
Gideon Schulman (GS) (Chair)	Amirul Azam (AA)
Terry Butland (TB) (Vice Chair)	Carlton Downie (CD)
Jean Lammiman (JL)	Phillip Simmons (PS)
Sarbdip Noonan (SN) (Principal)	<b>In Attendance</b>
Mark Cooper (MC)	Bob Pattni (BP) (DP Finance and Planning)
Viresh Paul (VP)	Nicola Conibear (NC) (VP Curriculum and Quality)
Sundeeep Bhandari (SB)	Naomi Shoffman (NS) (Clerk)

**1. Apologies for Absence**

Apologies were received from Marilyn Ashton (MA), Alison Woolcock (AW) and Raj Gill (RJ).

**2. Declaration of Interests - None**

**3. Minutes of the Meeting Held on 2 July 2019**

**These were accepted as a true record.**

**4. Matters Arising Not on the Agenda**

SN reported that of the 1486 students recruited 1259 are from London and 220 from out of London postcodes. So there are 123 extra from London. JL asked how many came from Harrow and CD checked the data and reported the numbers were around 570 16-18 and 733 19+ learners.

SN said that the College receives more funding if the learners come from London which seems an unfortunate impact as there is no way of predicting where students will be coming from.

**5. Chair's Opening Remarks**

- i. GS welcomed PS who introduced himself and then introductions were made around the table.

GS said that everyone should be proud of what the college has achieved and conveyed his thanks to the Principal, but cautioned that we must not become complacent.

GS reported that he had met with most of the governors over the summer and had taken on board the feedback which will feed into action plans to be implemented over coming months and we may see some changes to how we operate as a board.

**ii. Report of any Chair's action taken since the last meeting**

No chairs action taken since the last meeting.

**6. Principal's Report**

SN opened her report by welcoming the new chair and governors. She said her report provides an overview of students' achievements, what happens when they leave and what this means for Stanmore College. SN highlighted the following points:

- National figures - Last year 1 in 5 students left education at 18 without attaining the full level of achievement. This is particularly prevalent, among those who receive free school meals.
- GCSE results – when comparing re-sits less than 25% get a grade 4 or above in Maths; less than third in English. What this means for Stanmore college is an increase in the number of students whose attainment at L2 and GCSE is low – a large proportion of these students are disadvantaged and SEN – the cohorts are very different currently to what they were previously, and the attainment gap is widening, and segregation is continuing to rise
- Adults participating in education is the lowest nationally and are significantly underrepresented in Harrow; their main barriers to learning are care commitments, cost and work. Nevertheless, we have increased our adult numbers.
- Recruitment has grown with a target of 1401 we are currently at 1450. Year on year the college is increasing on recruitment, despite problems in the sector. The numbers have increased but learners have very complex needs and can be more problematic. However, with the right support measures in place and skilled teachers to aid these type of learners, then educational and performance in standards can be maintained, but additional funding for the level of support required is short in coming.
- One of the sub-contractors did not perform as well as expected so this has pulled down overall achievement by 2.1%
- Finance – the college's financial position is very healthy. In the sector 1 in 7 colleges are unable to meet their financial obligations but Stanmore College is very healthy and stable. The unaudited figures show an outturn for the 2018-19 year of £91k and the college is expected to achieve `outstanding` financial health grade
- The ESFA funding audits have become more rigorous given that more colleges are failing. There were no funding irregularities in our audit and the ESFA found the financial position of the college is looking healthy.
- Additional funding announced by the Chancellor will not be available until 2020
- ESFA Performance is to contract; we have demonstrated the drop in figures is due to lagged funding but we are back to where we were six years ago.
- Academic performance and financial performance are both in a healthy position for the college and although there is announcement from the chancellor that there is an increase in the funding for both 16-18 and 19+, that funding is not available until 2020 – so another year of a tight budget.
- There are many partners delivering provision for the College in sport, business and IT and the college has a target to reduce these partnerships and bring the provision back in house as their outcomes have reduced the overall achievement by 2.1%. We will be putting in growth cases to the ESFA as we anticipate numbers will exceed both the 16-18 and 19 + targets. The direction of travel for us is to move back into delivering our own contracts and whilst sustaining quality.
- Quality of our apprenticeships provision was a legacy issue and has much improved
- At the end of this year student numbers should be back to where the college was in 2014/15. However, at that time this college was a 6<sup>th</sup> form college and it is now a general FE college, so we are not comparing like for like.

- Similarly, income is nearly back to that of 2014/15, however we now have other income streams and a diverse curriculum offer and not just A levels.
- The College is investing money to make sure the infrastructure is supporting learning. There are new HR and finance systems and the Campus has had a facelift. The college will invest in external development when the money becomes available.

CD said that there was a lot to do over the summer updating the monitoring and tracking system. The system is now looking at the times students are swiping in and out which helps monitor attendance trends.

BP commented that the dip in 2018-19 financial position was due to the college not achieving the apprenticeships and HE contract targets. As previously reported the ESFA was not happy with the quality of our apprenticeships provision which was a legacy issue but has now been addressed.

TB observed that one of reasons contributing to the decline was due to the college no longer offering A Levels provision because Harrow schools had set up their own sixth forms, whereas before they only catered to middle school age previously.

TB thanked SN for the very helpful reports which shows excellent progress. He asked in respect of the LWI report where 12% of adults surveyed said they would take up learning if they could do it at home if the college has any plans around this and SN responded that this an area that is being explored – distant learning and online learning option, however the student really need a face to face learning experience due to their complex needs, so may be a mixture of options need to be considered. JL reported that Harrow has decided to set up a strategic board which she will sit on to produce a proper strategy around adult learning across the borough.

The Board congratulated the senior team on the excellent work.

## **NOTED THE PRINCIPAL'S REPORT**

### **7. Strategic Plan 2019/20**

SN spoke to the Strategic plan reporting that this is going to be a challenging year. With another year of making sure the college is efficient and effective in improving quality and diversifying income streams. There are a lot of changes coming in – which is embraced by the strategic plan. The plan shows how we will achieve the strategic objectives which will be tight but standards and quality will be maintained. The actions and targets in the plan are to bring about improvements. Going forward the Strategic plan and QIP will come together as one plan.

TB suggested adding the ESFA and LB of Harrow to the list of organisations that the college will be working with to achieve its objectives. Also, there is no mention of the estate and he asked whether we should have some consideration as to what we may do? SB agreed this would be worth looking at so that as and when money becomes available the College can start doing something with it. TB suggested just including what is done about the estate at present.

In response to a query as to why the targets in section 1.6 were changed, SN explained these targets as more realistic and the reason for lower targets is due to the different type of cohort the college is now seeing. Overall this college's figures are higher than NBM, but she agreed it is important to add some background and context for this as the distance travelled by students is an important indicator for OFSTED.

## **NOTED THE PROGRESS MADE AGAINST THE STRATEGIC OBJECTIVES**

## **8. STRATEGIC OBJECTIVES KEY PERFORMANCE INDICATORS**

SN presented an overview of the strategic key performance indicators.

SB asked when the red and ambers will transition? SN responded that they should transition every month and the next time these are submitted they will show the number of applications – which is not shown as yet as we want to make sure we have the accurate conversion rate. These figures are from September and in terms of the ambers the numbers have increased since then.

SB asked why some of the ESFA targets which have been achieved are shown as red not green? This was acknowledged as an error.

SB suggested the report could be misleading as on the face of it people could say this is a disaster. He asked that it be noted on the front sheet what and when transitions and changed RAG ratings can be expected.

SN spoke about the areas of concern, HE and apprenticeships, for which the college has efficiency and mitigation plans in place. TB asked as the college is not hitting any HE targets how it will make that income up. SN responded that it has been agreed not to take forward Sports HND as the head of school had not really thought it through why the college should offer this provision and lessons have been learnt from this. The HE core market is early years. She said that some HE's are clawing numbers back from FE. TB commented that Universities may recruit as many as they want but MC said some universities are struggling to recruit. SN reiterated the point that the college has not had a full year yet to advertise and market the HE provision. Internally everything for this provision is in order and this is the first year where we will be publishing a separate prospectus for HE. Out of the £250k target the College has achieved £96k. The college has reduced the target to 180k but is unlikely to achieve this. SB commented that we need to keep on top of this as this could easily put the College into a deficit. BP said that we would not be making a loss but would not make the same margin.

AA asked whether the college has any plans to attract international students and SN responded this could be explored now but not previously because of administered status and a grade 4 college.

Going forward SN advised that:

- Some courses are being taught out due to the college losing its validation with university of west London.
- L6 is strong
- There are lots of pipeline opportunities in business, and L3 and Computing, which will be validated by the institute of management.
- Within STEM there will be further development of accountancy courses.
- The college is not reliant on subcontracting for L4.
- There is some opportunity for upskilling in L3 and L4.
- Efforts are being made to ensure there is internal progression to HE as well as recruiting from outside.

VP asked that the KPI list be submitted to the Resources Committee meetings.

### **NOTED**

### **THE PROGRESS MADE AGAINST THE STRATEGIC OBJECTIVES KEY PERFORMANCE INDICATORS**

## **9. Finance**

### **I. Financial Monitoring Summary**

#### **II. Management Accounts for the 12 months to 31st July 2019**

BP spoke to the report which both the Resources and Audit and Assurance Committees see on a monthly basis. He highlighted the following key changes from the June to July.

- The forecast outturn surplus increased in July to £91k compared to the £87k reported in June. This will figure is subject to audit.
- The actual year end surplus for 12 months is £91k (£79k in June 2019), which includes the in year pay award.
- The efficiency plans produced a saving on non-pay costs. The plans will remain in place though it is highly unlikely Plan B will be invoked.
- The College has converted the letter of comfort from the ESFA into a formal contract variation for 16-18 funding growth in learners which is very positive news. This is subject to one more check to carry out in this matter, the R14 – due the following day.
- The ESFA audit was clean and the ESFA financial health score remains 'outstanding' compared to the profiled 'Good'.
- Ratios – the college set a target of 81.2 days which wasn't quite achieved; all other ratios were achieved except for diversity of income which was narrowly missed because of the shortfall in HE numbers.
- The balance sheet is looking very healthy at £10.103m.

VP asked whether the pension provision figure has been agreed and BP advised that it had and that the valuation was slightly better than forecast.

SB congratulated the College on achieving the outturn for the year

TB observed that the cashflow shows the outstanding loan will be reduced to 1.7m by July 2020

## **NOTED**

### **THE MONITORING REPORT AND MANAGEMENT ACCOUNTS TO 31 JULY 2019**

## **10. Governance**

### **I. Verbal Report of the Governance Committee meeting on 17 October 2019.**

GS reported that the Committee had:

- Looked at the Governance Action Plan and had agreed some further amendments which will be brought back to the Board for final adoption
- Agreed to add to the College website Governors profiles and bios
- Considered a proposal to move to paperless meetings and agreed to trial paperless meetings at the next governance and Resources and Governance committees' meetings which if successful will then be rolled out top other meetings.
- A discussion about Hadlow College and lessons learnt and concluded that Governance in this College is in good shape
- Discussed the link governors scheme – see below.

### **I. Confirmation of Governing Body and Committee Membership 2019/ 2020**

The Governing Body considered the proposed changes which the Governance Committee had agreed to recommend for approval.

### **II. Summary of Evaluation of Meetings, 2018/ 2019**

These were noted. At GS's suggestion it was agreed to change the style of feedback and rather than complete an evaluation form for the governors to have a quick discussion at the end of the meeting.

### **III. Governors' Attendance 2018/ 2019**

The Board noted the increased overall attendance rate at meetings in 2018-19 was 88%, an improvement of 3% compared to the previous years and 8% above the national average.

#### **NOTED**

##### **I. Report of the Governance Committee**

##### **II. Summary of Evaluation of Meetings, 2018/ 2019**

##### **III. Governors' Attendance 2018/ 2019**

#### **APPROVED**

### **Governing Body and Committee Membership 2019/ 2020**

#### **11. Any other business**

SN reported that the College had submitted a bid to the GLA for classroom refurbishments – which could cover anything from IT to furniture. JL asked if the executive have looked at the learning environment to see how learners want to learn and it was agreed that NC would follow this up.

VP said that as the college is in a comfortable position should we look at re- branding it. SN responded that this has been looked at in various discussions as to whether there is a need for re-branding. Currently the College is attracting more students and parent involvement so there doesn't appear to be a problem.

PS asked why the salaries of teachers in FE are lower compared to teachers in schools and SN explained the background to this.

#### **12. Link Governors report**

As agreed by the Governance committee SN and NS will allocate the new governors to a link area and NS will re-circulate the governor link report form.

#### **13. Meeting review and evaluation**

There was a discussion as to whether there should be a facility on the portal for discussing of documents/reports online but the consensus was mixed

In respect of meeting etiquette it was agreed to afford respect to anyone speaking and that the presenters should observe the time set.

#### **14. Date of next meeting**

Tuesday 10 December 2019 at 6.15pm

Signed Gideon Schulman  
Chair

Date 10 December 2020