



**Part 1 Minutes of the Meeting of the Governing Body Held on 10 December 2019 at 6.15pm**

<b>Present</b>	
Gideon Schulman (GS) (Chair)	Amirul Azam (AA)
Terry Butland (TB) (Vice Chair)	Carlton Downie (CD)
Sarbdip Noonan (SN) (Principal)	Faz Cheema (FC)
Marilyn Ashton (MA)	
Sundeeep Bhandari (SB)	<b>In Attendance</b>
Jean Lammiman (JL)	Bob Pattni (BP) (DP Finance and Planning)
Phillip Simmons (PS)	Nicola Conibear (NC) (VP Curriculum and Quality)
Alison Woolcock (AW)	Naomi Shoffman (NS) (Clerk)

**1. Chair’s Opening Remarks**

- i. GS welcomed everyone to the meeting and in particular welcomed FC back as student Governor for a second term. He said that there have been slight changes to the meeting layout arrangements and agenda order and that he will take it that all the meeting papers have been read. GS reminded everyone about the Student Awards evening on the 12 December 2019 and that all would be very welcome. GS concluded by saying he will be bringing his canine partner (service dog) with him to future meetings.
- ii. GS confirmed that no chair’s action has been taken since the last meeting

**2. Apologies for Absence**

Apologies were received from Mark Cooper, Viresh Paul, Raj Gill and Chantelle Corriette.

**3. Declaration of Interests - None**

**4. Minutes of the Meeting Held on 17 October 2019**

These were accepted as a true record.

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

There were no matters arising.

**6. Appointment of Staff and Student members**

**NOTED**

**THE APPOINTMENT OF FAZ CHEEMA AND CHANTELLE CORRIETTE AS STUDENT GOVERNORS for 2019-2020**

**7. Principal’s Report**

It was agreed to take the report as read. SN opened by saying that after years of squeeze all the main parties have agreed more funding for FE in their manifestos and to increase base line funding in line with schools. Looking back last year it was a great year with tremendous effort by all staff which led to great outcomes. To put this in context SN recounted the journey to this point as follows:

- The Ofsted inspection in September 2015 judged the College inadequate, which was not surprising, due to poor results in 14/15 under the old leadership team.
- Huge effort by staff under a new leadership saw the achievement rate increase with an eye on the impending Ofsted re-inspection in 15/16.
- In 16/17 we prepared for an Ofsted inspection and a possible merger under the area review process.
- Excellent Ofsted re-inspection in January 2017 and the cancellation of the possible proposed merger
- Excellent outcomes for students in 17/18
- So the journey has been challenging.

SN then gave a presentation covering the highlights from last year and plans for this year as follows:

- The College is in an overall positive position
- Good results have been consolidated in 2018/19.
- The College had grown significantly for both 16-18 and 19+ students
- The trend of improvement have not slipped, but sustained
- The overall achievement hindered by one partner – with our overall achievement pulled down by 2.1% in 2018/19 , otherwise we would have hit the target of 89%
- Our funded ESFA contract for 2017/18 was for 996 learners
- Our funded ESFA contract for 2019/20 – increased this to 1,401 Learners due to lagged funding
- Current Learners – December 2019 – 1,469 Learners, increase of 47.5%
- Total increase – from 2017-18 to date (1,469 less 996 original) 473 Learners
- Achieved by growing partnership learners by 335 and onsite learners by 138
- New estimated ESFA 2020/21 contract – c1,530 Learners
- Our target for 2020/21 c1,530 Learners through internal growth Not partners
- Curriculum and Business Plans for 2020/21 – Robust, effectively considered & set accordingly to local and national agenda.
- Strategic assumptions were based on prudent targets of 3 or 4% increase for previous year and the College would have been outstanding in terms of achievement if the partner had not dragged the overall achievement down by 2.1%. This year we need to build on our academic & financial achievement for prosperity & viability
- The Financial Budget 2019/20 and Financial Forecasts to 2020/21 have been managed in a prudent manner with a forecast to deliver a £46k+ surplus for 2019/20
- The Improvement Priorities around teaching and learning and assessment, learner support, progress, mentoring and value added, attendance, planned maintenance, improved MIS, new HR and finance software and technical services (such as Wi-Fi)
- The College has received the 'Alex Timpson Award for Celebrating Best Practice in Attachment Aware Schools and Settings' and the Jack Petchy Award for how they successfully overcome difficulties and extremely difficult personal challenges both academically and socially.

NC explained about the Alex Timpson work across the education sector with students suffering with the impact of trauma. This award is a major accolade for the College's welfare team which is responsible for triple the number of looked after children than in previous years.

SN concluded her presentation by reminding the Board that the College Student Awards Evening is being held on the 16th December and that Stuart Lawrence, brother of Stephen Lawrence, is to be the guest of honour.

The Chair commended the College's achievements as presented and the intended improvements for next year.

TB commended the Principal for her excellent report and thanked her for the very informative presentation.

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

**8. The Financial Statements, Management Letter and Letter of Representation for the Year Ended 31 July 2018– for approval**

BP reported that these documents are a combination of all the work done to 31 July 2019. They have been reviewed by the internal and external auditors, the ESFA and the Audit and Assurance and Resources Committees through recent autumn committee meetings. The salient points are as follows:

- Turnover for the year has increased to £9.5m (prior year £8.87m)
- The outturn surplus for the year was £91k surplus after accounting for the pay award agreed in March 2019. It is planned to do the same this year in terms of considering a pay award in March 2020 once the College's financial position is better established.
- The Letter of Representation is in standard format as per previous years and been reviewed and recommended for approval by the Audit and Assurance Committee.
- A number of issues raised last year have been closed. This year two non-substantive issues have been raised. The auditors reported that this is one of the College's that stands out in terms of financial performance.

TB commented that the Senior Post Holders remuneration code was not adopted in July 2019 as reported in the accounts. BP confirmed that the final version for signature has been changed to reflect the correct adoption date of December 2019.

**APPROVED**  
**THE FINANCIAL STATEMENTS AND MANAGEMENT LETTER AND LETTER OF REPRESENTATION**

**9. The College Self-Assessment Report 2018/ 2019 and Strategic Operational Plan**  
**i. College Self-Assessment Report 2018/ 2019**

NC went through the background to producing the final SAR presented to this meeting. It has been through internal process, moderation and thoroughly scrutinized by the Curriculum and Quality Committee. This document once approved will be submitted by the end of December to Ofsted for publication.

NC then highlighted the following:

- The judgments are as follows:
  - Quality Of Education – Good
  - Behaviour and Attitudes - Good
  - Personal development - Outstanding
  - Leadership and management - Good
  - Overall the effectiveness of the College is judged to be Good.
- Following moderation the College's initial judgment of 'Good' for Personal development was changed to 'outstanding'.
- The College is no longer working with one of the partners as they were graded a 4.
- Overall the College has maintained its position and improved in one area.
- English and math's performance which remains an issue, is a limiting factor which is why the leadership and management judgment cannot be outstanding.
- The key areas for improvement are in the strategic operational plans.

TB confirmed that a thorough review of the SAR was undertaken by the Curriculum and Quality Committee who had commended it to the Board for formal approval, subject to some updates as reported in the meeting's minutes.

The Board congratulated the College on the Good SAR outcomes.

## **ii. Strategic Operational Plan 2019/20**

NC presented the plan which combined together the previous strategic action plan and quality improvement plan into one document to make it more streamlined. This document is underpinned by other action plans. It is easy to monitor and where actions have not yet been taken they will not be rag rated green. Actions are expected to be mostly amber at this time of year. By Easter there should be more green.

NC highlighted that Attendance is in red; there is a new policy in place this year and there are lessons to learn from that. Everything in the plan to address attendance has been implemented. JL asked where the Board will see the impact of the new attendance policy and NC said this will be fed back through the KPI's and the Curriculum and Quality Committee.

## **APPROVED THE SELF-ASSESSMENT REPORT 2018/ 2019**

## **NOTED PROGRESS MADE WITH THE STRATEGIC OPERATIONAL PLAN 2019/20**

### **10. Key Performance Indicators (KPI's) Report for November 2019**

SN presented the KPI's; most are rag rated in green however some are still red as this is only the first half of academic year. The table now includes a column showing the monthly rag rating move SN then highlighted the following key changes from October to November:

- Attendance and punctuality has dropped.
- The HE numbers are not likely to change.
- Apprenticeships have been turned around now with 70% achievement
- 19+ loans are doing well.

SN concluded that overall the KPI's show a positive picture with no major concerns. More KPI's will be green after January.

The Board commended the good set of KPIs.

## **NOTED KEY PERFORMANCE INDICATORS REPORT FOR NOVEMBER 2019**

### **11. Curriculum & Quality Committee**

The draft minutes of the Curriculum & Quality Committee meeting on 12 November 2019 were received from which TB highlighted the following:

- The Annual TLA report shows that there is a very good system in college in helping staff meet the required performance standards.
- The CPD report – also shows there is a very good and effective process in place which is very targeted to the staff and a very efficient use of resources.
- The Application, enrolment and destination report showed a good outcome was achieved this year with increased enrolment.
- The Committee had queried and debated at length the report on the Annual survey given that although it was good, when compared with the national results there were some incongruous outcomes. NC had explained how the figures are calculated and that the outcomes rests on the weighting given between `strongly agree` or `agree` responses.
- The Annual complaints report showed that issue are dealt with extremely well.
- The Surveys of students was very thorough.

## **NOTED**

### **THE REPORT FROM THE CURRICULUM AND QUALITY COMMITTEE**

#### **12. Audit Committee**

##### **i. Draft minutes & verbal summary of the of the Audit Committee meeting on 26 November 2019**

The draft minutes 2019 were received. In addition to those and the items below (12ii-vi), SB highlighted the following points:

- The internal audit report reviewed the last 12 months and there were no issues outstanding and the College compares well in the sector in terms of risk management and controls in place.
- All the Committee meetings in the year had been quorate
- Having considered the Hadlow failings the Committee was satisfied that the Board had demonstrated sufficient challenge to the senior executive.
- The Committee had discussed the emerging themes in the sector and the outcomes of the KPMG audit
- The Committee had agreed to go out to tender for the external audit service

##### **ii. The Internal Audit Annual Report**

The College was given the second highest audit opinion (on a scale of 1-4). Throughout the year, there were a total of 7 medium level and 12 low level management actions which were all agreed. This was a substantially lower number of actions than in the previous year with no high level actions recommended. All but one of the audits received a 'substantial' assurance level. The Safeguarding audit received a 'reasonable' assurance level. The Internal audit reviews show the College is doing very well.

##### **iii. Internal Audit Strategy for 2019/2020**

SB advised that the Committee, when considering the plan for this year noted there was still capacity within it for another risk-based review. It was agreed to recommend the plan for forward approval subject to another audit being added in consultation with the executive and given the environment. At this time, initial discussions have identified GDPR as being most relevant and so this has been moved from 2020/21 year to this year. Accordingly there will be capacity in next year's plan for another review.

##### **iv. The Annual Report of the Audit and Assurance Committee**

This was presented to the Board for their approval. It summarised the activities of the Audit and Assurance Committee for the last academic year, setting out how it has met its terms of reference and key priorities.

##### **v. Whistle Blowing and Fraud Policy**

This was presented to the Board for their approval. The Committee considered the policy which had been through SLT and once approved will be published on the College website. The main change is the reference to GDPR.

##### **vi. The Risk Register**

The risk register which as well as the Audit and assurance Committee, is now also presented to the Curriculum & Quality and Resources Committees, was presented to the Board for their review.

## **APPROVED**

### **i. INTERNAL AUDIT STRATEGY FOR 2019/2020**

### **ii. THE ANNUAL REPORT OF THE AUDIT AND ASSURANCE COMMITTEE**

### **iii. WHISTLE BLOWING AND FRAUD POLICY**

## **NOTED**

- i. REPORT OF THE AUDIT AND ASSURANCE COMMITTEE MEETING**
- ii. ANNUAL INTERNAL AUDIT REPORT 2017/ 2018**
- iii. THE RISK REGISTER**

### **13. Resources Committee**

#### **i. Draft minutes of the Resources Committee meeting on 3 December 2019**

The draft minutes of the Resources Committee meeting were tabled but not discussed further as VP, the Chair of the Committee, was absent and GS, Vice Chair, had not attended the Committee meeting.

#### **ii. Management Accounts to 31 October 2019**

The Board received the management accounts and noted that:

- The College is projecting a surplus of £54k against a budget of £46k.
- The accounts include the salary incremental increases, but not a pay award.
- The negative variance in non-pay costs is mainly due to increased exam fees, legal costs and franchise costs. The franchise costs increase is due to more learners' progressing to year 2 and the college has committed to deliver to them. If the learners do not fully achieve then the sub-contractor will not receive full payment.
- Cash flow is looking healthy and will cover the current levels of borrowing.
- The College is compliant with all the bank covenants

BP advised that since the meeting the College has submitted further bids to the GLA of up to £140k and ESFA for £250k for additional funding which if achieved would put the College in a very strong financial position.

TB asked how high the chance was that the College would receive the additional in year ESFA funding, as reported in the management accounts and Committee minutes. BP said that it is difficult to quantify the amount but that the ESFA would not issue the letter of comfort lightly so it should be forthcoming, however he cautioned that since drafting this report other costs pressures have come to light.

### **NOTED**

- i. THE REPORT OF THE RESOURCES COMMITTEE**
- ii. MANAGEMENT ACCOUNTS TO 31 OCTOBER 2019**

### **14. Verbal Report of the Governance Committee meeting on 10 December 2019**

GS reported that the Committee had:

- Discussed succession planning and agreed there is a need to recruit more BAME governors.
- Looked at the Governance Action Plan and had agreed some further amendments which will be brought back to the Board for final adoption in January (by email)
- Discussed some changes to the link governors scheme to make it more effective and meaningful.
- Agreed that now the governance portal has been created, paperless meetings will be rolled out based on how it's being utilised and feedback from Governors.
- Agreed that the Governors bios and photos should be added to the College website.

### **NOTED**

### **REPORT OF THE GOVERNANCE COMMITTEE**

### **15. Link Governors not yet reported to the Governance Committee**

None

**16. Any Other Business**

MA expressed concern that there had been a report on a Stanmore group Facebook page that residents had overheard students making anti-Semitic comments. SN responded that MA had already advised her of this issue and this was discussed at SLT and will be picked up in pastoral sessions. SN assured the board that the College have a zero tolerance policy on such matters

**17. Meeting Review and Evaluation**

Reported in Part 2 minutes.

**18. Date of Next Meetings**

Away day – 13<sup>th</sup> March 2020

Board of Governors Meeting - 24th March 2020

Signed: Gideon Schulman (Chair)

Date: 24 March 2020