



## **Part 1 Minutes of the Meeting of the Governing Body Held on 28 June 2022 at 6.00pm via MS Teams/in Oak 116**

### **Present**

Gideon Schulman (Chair) (GS)  
 Sarbdip Noonan (Principal) (SN)  
 Sundeep Bhandari (SB)  
 Kate Parsley (KP)  
 Carlton Downie (CD)  
 Cllr Simon Radford (SR)  
 Terry Butland (TB)

### **In Attendance**

Bob Pattni (DP Finance and Planning) (BP)  
 Lois Vassell (VP C&Q) (LV)  
 Robert Heal (Director of Governance) (RoH)

### **1. Chair's Opening Remarks and report of any Chairs Action taken since the last meeting:**

GS welcomed all to the last meeting of the year and a very special meeting for our Principal Sarbdip Noonan, who is retiring. GS then gave a speech in recognition of all the Principals' work from 2016 to date to make the College such a success and a place to be proud of.

GS, who could not be present in person then asked SB to present a token gift to SN on behalf of the Governors and Executive.

SN thanked Governors and complimented their leadership. She went on to explain that she had enjoyed working with them all you all and that the success of the college is down to the combined work of all. She added that the journey doesn't stop on road to outstanding. She was amazed and humbled with the gift, which was a piece of art blue glass. SN concluded, I will always remember the College and look forward to hearing about its future success.

GS congratulated Student Governors on completing their year and wished them every success in the future. Certificates will be posted out to them.

GS formally congratulated SR on being elected as Councilor to Barnet. SR thanked him. GS added, we are lucky to have Cllr's on board and it enriches the team.

Papers are taken as read.

### **2. Apologies for Absence**

Apologies were received from JL, ShR, RV, Rob, RH, AP, AO, AS due to work or other commitments.

### **3. Declaration of Interests**

Chair for item 15, Chairs performance and election of the Chair

#### **4i. Minutes of the meeting held on 29 March 2022**

These were accepted as a true record.

#### **4ii. Action points review**

The invitation of a UWL Governor is with UWL. All other action points have been completed.

### **5. Matters Arising not on the Agenda**

TB asked about the about progress with the estates development and if there are any drawings that can be published to governors? SN, we met with the DfE only this morning and the project plans are with Ministers for budgetary approval. No plans have been finalised yet. BP added, there is a baseline project model based on our strategy and resources plan. This has been used to create the budget for Minister. However, the Board should brace for difficult news on funding as the guidance from the Ministers office is the project is likely to see some cuts. KP asked about the risks. SN responded that the risks were Government funding, contribution from the College and the Local Authority regeneration funding. TB reminded everyone of the previous Government development plans [from 2008] where Stanmore did a lot of prep work that was all "nugatory". GS noted, we do not want to do all the work only to have rug pulled from us again.

There were no other matters arising not noted on the agenda

### **6i. Committee Terms of Reference**

RoH overviewed the revised Terms of Reference based on Audit recommendations and approvals by committee. Approved

#### **RECOMMENDATION**

#### **APPROVED**

#### **COMMITTEE TERMS OF REFERENCE**

### **6ii. Instruments and Articles Review**

RoH noted that no changes were recommended or had been advised by the College solicitors. Approved

#### **RECOMMENDATION**

#### **APPROVED**

#### **INSTRUMENTS AND ARTICLES & BOARD STANDING ORDERS**

## **7 The Principals Final Report**

SN reported; this is my final Principal's progress report to the Governors, and I thought I would indulge myself by briefly reviewing the journey the College has made since its formation in 1969, when it opened as Harrow Junior College, the country's first purpose-built sixth-form college.

By 1974, the College was re-named as Stanmore Sixth Form College, and then Harrow Council re-structured the post-16 provision in the borough in 1987, and the College became one of three tertiary colleges and was known as Elm Park College. The College finally became Stanmore College on 1 January 1994.

Since 1987, the College has clearly been a good place to work, and many staff and governors have continued their involvement for long periods of time. I am just the fourth Principal to hold the reins in these 35 years, and many governors have provided long-term support and strategic direction to the College over this period of time.

I cannot thank all our governors enough for their help and support, and I would like to give specific thanks to Terry Butland, Jean Lammiman and Viresh Paul, for their long-standing and tireless efforts over the many years. Now, Gideon Schulman is carrying out sterling work as our current Chair of Governors and, like me, he understands that we are just custodians of our role, and doing our best for our students, staff and the local community generally, so that the College is in a strong position when we pass the role on to new individuals.

The College has been very successful over the years, and I note that in 2007, when the College was primarily focussed on delivering A-levels, the pass rate that year hit a resounding 99.8%! However, when I joined the College in January 2016, the College was facing its most difficult period ever. I was actually a member of the Ofsted inspection team which judged the College to be Inadequate in September 2015, so I can personally recall the poor provision that students were experiencing at the time. The College was placed into Administered Status by the FE Commissioners Office and, as was the case for almost all colleges in this situation, the FE Commission was actively seeking a partner college to merge the College.

However, as they say, the rest is history! The changes began immediately with a re-structuring of the leadership team and a number of staff left the College. We worked with the good staff that remained to focus our efforts on improving the quality of teaching and learning, and giving better support for students. We improved the quality of provision extremely quickly, and Ofsted re-inspected the College in January 2017, and judged the Overall Effectiveness, and all the other key grades, to be Good. This was greatly pleasing, as it is almost unknown for Ofsted to judge any college to leap from Inadequate to Good in barely one year. This very pleasing Ofsted inspection result led to the Administered Status of the College being removed. With buoyant recruitment, coupled with the strong and efficient financial management led by Bob Pattni (who started at the College shortly after me), the finances of the College improved, making it difficult for the FE Commission to force the College to merge – and I am sure all our governors and staff are proud that Stanmore College remains an independent educational institution!

Since those dark days, staff and governors have continued to consolidate the improvements made and we have all made great strides to drive-up the quality of teaching and learning further, leading to ever-increasing student achievement rates. Seven years ago, the overall achievement rate for the College was 76.8%; we are now in an excellent position, with this year's student performance predicted to be 92.0%, a 15.2% increase and significantly above the sector average. To put these percentages into reality, during this period we have taught some 9,349 16 to 18 years-old who passed 22,241 qualifications, and 16,617 adults gained 20,158 certificates – and these 'pieces of paper' have made a real difference to many of their lives.

Similarly, the finances of the College have now moved from the 'struggling-to-survive' state of previous years, and they are now taking on a rosy hue and are Outstanding. Since my appointment, the College's turnover has grown from £8.844 million to over £12.882 million annually, and the College's cash balance has grown from £1.875 million to a healthy £4.2 million reserve in the bank. The College's financial situation is also improved by the final piece of the College's 'curriculum jigsaw' being accomplished this year, with new courses being offered for the academic year 2022/23 in Higher Education and apprenticeships.

I was planning to leave the College at this positive time two years ago, but along came the Covid pandemic, to delay my retirement. However, staff and governors dealt with this crisis in their stride, and now it is the appropriate time for me to move into a different phase of my life. I have had a fabulous time working with you all, and I am confident you will continue the great work, particularly with the very good news from the DfE and EFSA regarding the significant investment of up to £50 million into refurbishing our campus.

You will know my penchant for quotations, so let me leave you with this final thought from Howard Vernon (1918 – 1992), the American author and philosopher:

"You have succeeded in life when all you really want is only what you really need."

The report then covered an update on recent communications; improving the quality of Stanmore College's provision; funding; student recruitment for 2022/23; and the College's financial position.

## **Communications**

Department for Education (DfE) and the New Build

Regular meetings with the DfE Capital Transformational Team and Stanmore College have taken place and the Capital Project is progressing well. The plans show the College will grow from the existing 9,900 sqm to around 14,200 sqm. That is a very large increase, with five new teaching and learning blocks to be built on the existing campus on a phased approached basis, starting in 2023/24 to 2026/27.

In our meeting with the DfE on 13 June 2022, Patrick Heisel explained that other FE capital build projects ahead of us were being challenged for cost reductions and that we need be mindful of that risk, as the same could be expected of the Stanmore new build. The reason for this risk approach is that:

- Stanmore is one of the most expensive projects (estimated at £50m)
- we are one of the largest projects by sqm

- our project extends beyond the capital window for the Capital Condition Funding
- the government has pressures on their budget and are looking to make cost savings
- Stanmore College's potential capital contribution to the overall project is low (£0.5m).

We are ensuring that our Capital Build programme offers the least disruption for staff and students. Any foreseeable disruption must ensure our student experience is not hindered and that outstanding learning is delivered at all times.

DfE officials reported that final approval for the new build project is currently being reviewed by two Ministers, Alex Burghart and Baroness Barran, with details to be revealed shortly.

#### Government's White Paper reforms

The recent 'Levelling Up the United Kingdom' White Paper has significant implications for the Further Education sector. It is a very broad policy, with moral, social and economic strands, and it hopes to drive growth across the whole country. Employers will be placed at the heart of the skills system, with education and training playing a key role in meeting the needs of the local community, so people 'no longer have to leave their hometowns to find a good job'.

The Skills and Post-16 Education Bill was enacted as Law and the Act gives the Secretary of State for Education in England new legal powers over the FE colleges and other providers. These include the power to:

- Require college governing bodies to review and publish how well their education and training offer is meeting local skills needs.
- Use the intervention system where colleges are deemed to be failing to deliver their new statutory responsibility to secure good outcomes for the local economies and communities they serve.
- Introduce statutory guidance to Employer Representative Bodies (ERBs) specifying who they should consult with and what should go into their Local Skills Improvement Plans (LSIPs).
- Introduce an official register of approved post-16 training providers along with new conditions for registration, and to restrict access to public funding to providers not on that list.

#### Meeting with Bob Blackman, MP: 20 & 27 May 2022

Two recent meetings were held on 20 and 27 May, and discussions covered a broad range of issues, including: teaching and learning, Stanmore College students and issues with the local community; the Adult Education budget (AEB); using the extra 40 funded hours more flexibly in the academic year 2022/23; the Capital Build of the campus; and the annual pay award negotiations with the College's staff unions.

We discussed Mr Blackman's lobbying of the Secretary of State for Education, Nadhim Zahawi, asking him to put more funding into colleges generally, encouraging him to take a number of steps to reduce the financial risks colleges face which, in turn, could help us to make a better staff pay settlement. We also discussed his continuous support in lobbying with Alex Burghart, the Minister responsible for Capital Building.

An interesting discussion took place on the ratio of staff costs compared to overall income of a college. This staff costs/total income ratio set by the FE Commissioner's office as a benchmark is 65%, and the current ratio for Stanmore College is close to this at 66.9%. In fact, the ratio slightly increased from 64% from last year, due to more management support being established to oversee the Sport courses run outside of the campus. In fact, being comparable to this national benchmark reflects the good work to make the College efficient, as the staff costs/income ratio was high and in the mid-70% when I joined the College.

The meeting agreed that we will continue to keep the channels of communication open, so the College would have the continuous support from their local member of Parliament, and an introduction to the new Principal was made

#### West London Principals (WLP) meetings

Meetings were held on the 14, 18 and 28 May and the 9 June. Issues covered included:

- West London Business - shared feedback on remote/flexible working arrangements
- Regional AoC: the recommended pay offer for staff is likely to be in the order of 2.25%. The general consensus from colleges is that a consolidated pay rise of 2% is feasible, but 3% consolidated is not possible.
- GLA update – the Local Skills Improvement Plan (LSIP) was launched on 6 June, with a single London LSIP, including four appendices to represent sub-regional priorities.
- Annual Strategic conversations with the EFSA are generally supportive.
- Continued consultation is taking place regarding the Governor's Council and external review guidance is expected to be released in June 2022.
- The WLP group have prioritised four sectors areas - Health, Green, Digital, and Creative. These will be aligned to both GLA and WLA priority sectors and there is a wealth of demand and supply information available. It also incorporates Aviation, which is linked with the Green and Digital agenda.

#### College (Neighbourhood) Watch

A number of items were covered at the meeting held on 11 May 2022 use of Bernays Gardens; litter picking; access to the site; staff patrols; and student behaviour and the Police.

Specific issues were discussed about students' behaviour in Church Lane and around residential areas. Cllr Ashton, the Harrow Council portfolio-holder for Environment, has received complaints and local residents expressed their frustration. Sgt Rob Bolton reported his police team were happy with way students behaved. Residents have not reported their concerns to the Safer Neighbourhood Team, and the police reported that, had they known about problems in September Way, they could and would help and patrol the area.

Overall, the tone of the meeting was very productive, with the new Principal being introduced to the group.

#### Trade Union matters

A Trade Union/senior leaders meeting took place on 27 May. Issues discussed included: guidelines for new Walk Throughs in lessons; pay scale concerns; the staff Dress Code; Health and Safety questions; cover lessons and TOIL; and the sickness policy. The new Principal was introduced to the group and joined the meeting for a short period.

#### Higher education courses

A meeting on 20 May took place with Matt Snowden (Dean of Academic Partnerships) and Stephen Scott (Global Partnerships Quality Manager). The College's new HE provision is very welcomed, addressing a gap in the College's market, and providing good career pathways for a number of sectors. The following courses are approved for first delivery in September 2022:

- FdA in Professional Practice in Health and Social Care. The Approval Event, held on Tuesday, 17 May 2022, reported no conditions or recommendations, so the course is fully approved for delivery it is being advertised on the College website.
- FdSc Football Practice and Coaching. Following an initial meeting with James Edmunds (Dean of the London Geller College of Hospitality and Tourism), permission was granted to discuss the course with interested students who have previously expressed interest, and once business approval is granted, external marketing on the College website and beyond can be undertaken. As the course fits the QAA Subject Benchmark Statement for Events, Hospitality, Leisure, Sport and Tourism, the course will be delivered in the London Geller College.
- A BA (Hons) Business Studies with Foundation Year & BSc (Hons) Computer studies with Foundation Year can now be marketed, with a formal Course Approval Event to be held in June/early July 2022.

#### Education and Skills Funding Agency (ESFA).

Following an independent review of the ESFA's role, covering its status, governance, efficiency and effectiveness, the key change for the ESFA is all post-16 skills policy and implementation being moved to the DfE from 1 April 2022. The ESFA will now focus on its core funding delivery role, covering both compliance and assurance.

At present, the core payments function will remain within the DfE, though this will be reviewed. The ESFA will also retain its current responsibilities for payments through the European Social Fund and to apprenticeships providers, and monitoring financial assurance, compliance, specialist restructuring and counter fraud.

The DfE has committed to creating a group focussed on further education, higher education and employers which consolidates all post-16 skills policy under one Director General. As part of this, the ESFA's Further Education Directorate will move to the DfE and be brought into new post-16 regional working. The ESFA will remain an Executive Agency and Arm's Length Body of the DfE.

Last year, the ESFA and Stanmore College undertook the initial Strategic Conversation. The next meeting takes place in early July, with the College placing a number of issues on the agenda:

- Follow-up of Actions from our 2021/22 Strategic Conversation (see below)
- ESFA contract for 2022/23, with bidding opportunities for 16-19 growth and our Free School Meals (FSM)/bursary allocations

- T-Levels
- Transitional arrangements for the DfE's Capital Build project.
- Strategic Development Fund.
- Skills Bill.
- Cybersecurity.

A meeting with Sarah Tulk (Head of Apprenticeships Provider Market Strategy. Apprenticeship Directorate – Skills Group) took place on 20 May to review our Apprenticeship Contract for the 2022/23 and the submission of the College's application for the Register of Apprenticeship Training Providers (RoATP). The meeting was resolved very positively, with an agreement for the College to go ahead with recruitment of new Apprentices. This has been an ongoing saga, over many years, and I am delighted that finally the College is now able to meet the needs of local employers and recruit new apprentices.

### **The quality of Stanmore College's provision**

As always, my approach to improving and maintaining the quality of provision within the College is to focus on getting the teaching, learning and assessment (TLA) right – and if we select students for the most appropriate course, and support them well – then good results will follow.

Ensuring the TLA is of the highest standard takes many forms, as you will note from the annual TLA report, but one quick measure is the direct observation of teachers in their lessons – whether this is in the classroom, laboratory or sports field. We 'formally' recorded 111 of the scheduled observations scheduled and 96% of the teachers in College 'Meet College expectations' (against a College target of 96%) and the remaining four staff are to be observed. Meeting College expectations might seem a rather easy target to achieve, but this expectation is for teachers to demonstrate at least Good if not Outstanding TLA, and in this context it is a demanding test. Those teachers not meeting expectations receive support and further training to improve, and are then re-observed.

It is not possible to give final achievements rates now, but in-year retention rates are known, and they give us an indication of how well our overall performance will be by the end of the year. Overall retention this academic year has decreased by 1.0% on last year's outturn figure and is now at 94.9%, some 2.0% above the national average for the last national figure published in 2018/19.

Currently, the achievement figures look promising to meet the overall achievement target, which is reflected in the high standard of TLA described previously. Current in-year predicted QAR (Qualification Achievement Rates) is 94.90% against the College target of 92.0%. The best case for 16-18 currently is 91.20% and worst case at 78.4% (Target 87.0%), and the best case for 19+ is 97.60% and worst case at 86.2% (Target 97.0%).

The overall in-year students' attendance figure for this academic year is currently at 81.0% against the college target of 86%. Student engagement is at 93% and our figure is comparable to similar London colleges.

The overall achievement rate for students is important, but many schools and colleges are highly selective in their recruitment and so it is not surprising that their highly able

students pass their exams and so get high pass rates. In my view, it is more meaningful to measure the progress students make in an institution – and that is also the view of many Ofsted inspectors.

This 'value added' performance measures the students' performance at the start of a programme, for example their GCSE results and sees how well they achieve by the end of their programme, measuring this performance against the highest 25% of students nationally, the middle 50% of students, and the lowest 25% of students. In this way, our students have a national benchmark to see how well they have progressed.

I am very pleased to say that the initial analysis of Stanmore's value-added performance shows very good progress by our students. It is too early to evaluate our results for this academic year, but Justine Gooch, our Director of MIS & Data Services, has analysed the results for all level 2 and 3 courses in the 2020/21 year, in terms of the students' attainment when they started their course and their final result. Of the 64 courses looked at, some 45% (29 courses) were in the top 25% results nationally, 42% (27 courses) were in the mid-50% range and 13% (8 courses) are in the bottom quartile.

Amalgamating all these results together produces a Stanmore College value-added measure at the 60 – 74th percentile, and this is described nationally as 'Very Good' progress. In fact, if only the majority of courses run at the main site are looked at, the overall results are in the 75 – 90% percentile, but we struggled with assimilating courses run for the first time at some of the Satellite sites and this depressed the overall results. Perhaps reassuringly, managers have already identified the courses which did not perform well, and they are put in the 'at risk' category and improvement actions are taken.

## **Funding**

Following the 2021 Spending Review, the sector received positive news in late 2021 with confirmation of actual increases in 16-19 funding rates for 2022/23, which have now been seen in allocation statements. As previously, the rates vary depending on the number of planned hours, which are split between 5 bands, but all see an increase. The national funding rate for band 5, for students aged 16 and 17 and students aged 18 and over with high needs, has risen by over 8%.

However, the picture is not as rosy as might first appear, as there is an increase in planned hours required, which has been introduced to aid education as a result of the pandemic. For band 5, planned hours change from 540+ to 580+ and the position is similar for other bands. Notably, the ESFA guidance also states that if a provider already delivers more hours to the students than the new minimum required, they are still expected to proportionately increase hours for students in future years to provide them with this additional time in education.

The ESFA has issued guidance setting out what the extra funding for the additional learning hours can be spent on:

- use additional hours flexibly, broadly in line with study programme guidance, to best meet the needs of students
- prioritise maths in the use of additional hours where there is an identified student need

- use additional hours to support areas such as mental health, wellbeing or study skills where these are a barrier for students effectively accessing teaching and learning.

A similar picture is seen for T-levels, with increases in the funding rates per band of approximately 7 to 8 per cent that are to a large extent offset by rises in the planned hours required.

In line with the Government's Devolution strategy, the 19+ ESFA funding stream is being issued by the Mayor of London via the GLA and the ESFA for 19+ learners served by the College from outside London. In summary, these allocations are £104k below target, though we are likely to deliver the main AEB contract, there may be difficulty in finding additional 19+ students.

The activity of Apprenticeships has remained relatively unchanged and is static. Though the College will need to review its strategy to focus more on completing Apprenticeships now the new recruitment restriction was lifted by the ESFA.

### **Student recruitment for 2022/23**

The ESFA has now reviewed our in-year 16 to 19 student numbers and the allocation has been confirmed at 1,482. The College did not meet its target of 1,591 (-59 students), however because the level of base line funding had been increased, the contract value will be the same as the current year and so no deficit is seen. This decrease in hidden funding does however mean that the additional 40 guided learning hours (GLH) across all courses will still need to be delivered – so we will need to provide more for less!

Last year, the number of applications received by June was 787, and it has risen to 1,080 this year, an increase of 27%. The 19+ application rate has increased to 620, a slight increase on last year at the same time. Many ESOL students cannot be progressed until after their examination results are released at the end of June, but we expect an improving trend will take place since the previous month of 503 students.

Our 5-Year Strategic Plan states that we should target 1,630 16-19 learners for 2022/23, but we are moderating the targets at School levels in order to set final targets to be in line with the ESFA allocations (now confirmed at 1,482). These targets include ambitious but realistic progression rates for students already in the College to transfer to the next stage of their course.

The ESFA/GLA have circulated the 2022/23 Adult Education Budget (AEB) allocations, with very few changes from the indicative allocations proposed.

Our 5-Year Strategic Plan states that we should target 1,285 19+ learners for 2022/23, and our recruitment for 2022/23 requires us to recruit an additional 743 learners for our main site and through our satellite centres.

Any underachievement of ESFA/ GLA income values for both 16-19 and adults, as set in the budget, as a result of lower student recruitment, achievement and/or poor retention will have a serious impact on the College's financial position.

The ESFA has issued specific thresholds indicators, both quality and other, which will be used to highlight areas of concern with apprenticeships, and which may lead to enhanced monitoring and / or intervention, so this area remains a high risk for the College.

### **The College's financial position**

Income for the 10 months to 31 May 2022 is £10.653m as compared to budget at £10.233m, reflecting a favourable variance of £421k, being primarily due to ESFA and release of grant income being recognised. Funds of £203k are expected from the ESFA for 'Catch-Up Tuition' to support learners affected by lost teaching and learning in the last academic year. The College expects to fully use these funds in additional teaching costs. Finally, pension funding is also being received from the ESFA for the Teachers Pensions costs.

Non-Pay expenditure for the 10 months to 31 May 2022 is £2.786m compared to the budget of £2.797m, showing a favourable variance of £11k. Currently, teaching and the teaching support costs are above budget. However, savings in other areas (finance, cross college) have reduced actual costs for the YTD and overall, the College is showing a positive variance compared to that in the budget. Utility costs are higher and challenging the estates budget. The Pension liability assumptions to 31/07/22 have been reviewed by actuarial advisors and they forecast an increase in costs above the budget set.

Pay Expenditure for the 10 months to 31 May 2022 is £7.125m compared to the budget of £6.938m, showing an adverse variance of £187k for the YTD. This is primarily due to the 2% pay award being paid and backdated to August 2021 and the higher cost National Insurance. The variance should stabilise in coming months moving towards the budget profile.

The College will make in-year adjustments to the outturn for several pay budget headings. Overall, the pay to income ratio is 66.88% against a target of 70.38%. The 2% pay award was paid in January 2022.

The College's Balance Sheet is reporting Non-Current Assets at £13.058m and Cash Balances of £5.057m, Total Assets less Current Liabilities of £15.922m.

The Total Net Assets including the Pension Liability value amounts to £7.628m, all of which positively contributes to the College's financial health rating of Outstanding. Debts are being collected and both suppliers and bank loan service payments are being made on time and on profile.

The College is operating well within Barclays Bank loan covenants and there is no risk of any covenant breaches. The Letters of Variation with Barclays for existing loans, were signed by the Board in October 2021 to reflect the bank terms and conditions.

The Cash Flow statement shows forecast cash balances of £3.784m for 31st July 2022.

The College has been pro-actively and comfortably managing its cash flow for day-to-day operations. The improvement in cash flow forecasts mean that cash balances are highly likely to exceed the cash reserves target of £2m by July 2022.

Reviewing the Summary Income & Expenditure for 2021/22 table below shows a surplus of £100k for the YTD, against a YTD target of £118k surplus. The Year Forecast Surplus is £120k to 31 July 2022. This was reduced from £169k (Nov 2021 report) due to the 2% pay award.

SN thanked the whole of the Governing body for their support and challenge during her tenure and wished the College and Board well for the future.

GS commended SN on her comprehensive and detailed report.

**RECOMMENDATION  
NOTED  
THE PRINCIPALS REPORT**

**8i. Strategic Operational Plan**

SN, current progress against all targets is excellent and on track to achieve academic and financial performance. Some elements of the Plan have a themed action plan that cover the element in more detail than is possible in this single document, for example, the annual Teaching and Learning Action Plan and, all 17 action plans have been updated and feed into this report.

Governors noted the report

**RECOMMENDATION  
NOTED  
STRATEGIC OPERATIONAL PLAN**

**8ii. Key Performance Indicators**

SN covered KPI's

- Overall College Attendance Rate as at the 18<sup>th</sup> June is **77.06%** against a target of 86%
- Overall College Punctuality as at the 18<sup>th</sup> June is **86.92%** against a target of 91%
- ESFA 16-18 Enrolment Target is 1548 on the 18<sup>th</sup> June our 16-18 funded headcount is **1489**, that's a decrease of -59 against our allocation
- ESFA 16-18 Funding allocation is £8,526,492 as at the 18<sup>th</sup> June our 16-18 funding is **£8,068,342**
- ESFA 19+ & GLA Target is 2100 enrolments (1000 heads) as at the 18<sup>th</sup> June our 19+/GLA enrolment is **2270 enrolments (1102 heads)**
- ESFA & GLA Funding Target is £1,806,822 as at the 18<sup>th</sup> June is **£1,801,503**.
- ESFA ER Apprenticeship Funding Target is £59,064 as at the 18<sup>th</sup> June our apprenticeship funding is **£21,323**.
- ESFA 19+ Loan funding Target is now £280,469, as at the 18<sup>th</sup> June our loan funding is **£280,469**
- Key Financial Indicators are RAG rated Outstanding, and the YTD Surplus is **£100k**, staff cost/cash ratio **£2.50:£1** for the end of May 22

**RECOMMENDATION  
NOTED  
THE KEY PERFORMANCE INDICATORS**

**8iii. Risk Register**

SN, it should be noted that we have made good progress and had a good internal audit review. Some risks have advanced to green, with College finishing the Academic Year in a good position.

**RECOMMENDATION  
NOTED  
THE RISK REGISTER**

**9. End of Year report on Safeguarding**

SN overviewed the end of year report. All actions taken to finalise this academic year. KP noted report was comprehensive and useful.

**RECOMMENDATION  
NOTED  
END OF YEAR REPORT ON SAFEGUARDING**

**10. Draft minutes & verbal summary of the Curriculum & Quality Committee meeting on 10 May 2022**

TB reported:

- All outstanding actions were completed apart from Value Add results which was explained in the Principals report.
- Safeguarding was reviewed in detail at C&Q
- Predicted student achievement best case is >90% and be extremely good.
- Terms of Reference update approved
- Standing items: KPI's, Strategic Operational Plan
- Risk Register (completed Deep dive of 2.5 partners / subcontract)
- BCP reviewed and agreed to discontinue use
- Self-Assessment Report process review – noting peer review included
- In year Retention, overall 94.9% made up of 16-18, 91.8% and 19+ 98.1% so just below College target
- Predicted Achievement – on target to achieve >91% with a best case of 94.8%
- Teaching & Learning report generally demonstrated good progress overall with blended learning pilots showing good success.
- Curriculum Planning showed that the Government 40 additional hours have been included through study programs, tutorials, work related activity and work experience
- There was a Curriculum Review of the satellite centres and this highlighted some gaps which are being addressed through support lessons, behaviour improvement and teacher qualifications.
- We had a HE report highlighting two major issues, being student enrolment risk for next year and fees attitude. We will continue to review.
- Finally we appointed Committee KP as Chair for next year.

SN noted for the benefit of the C&Q Committee: That the Curriculum Plan & Implementation paper previously approved by the Board, has seen changes to 22/23

made by the incoming Principal in conjunction with LV (VP C&Q). In SN's opinion, these changes would make a negative impact on GCSE grades and included a revised plan for all students sitting GCSE's, changes to work experience and 2-week work experience plans. SN advised that a revised paper needs to be presented to the Board to show, what she believed were significant risks, proposed changes and expected impacts.

TB challenged, if significant changes have been made, this needs to be represented in its modified form. LV responded; changes have been made with the new Principals support and in my opinion these are not significant risks. The changes reflect both my and the new Principals opinions and we will be the ones delivering on this plan. The paper will be represented for Governor review at the next C&Q meeting.

GS added, the new Principal was mandated to review all aspects of 22/23 academic year and make any changes in conjunction with the Executive staff. The warning point was noted and it would be natural for the **revised paper to be presented to C&Q in November - Action**

**RECOMMENDATION  
NOTED  
C&Q COMMITTEE REPORT**

**11i. Draft minutes & verbal summary of the Audit Committee meeting on 15 June 2022**

SB overviewed that the updated Terms of Reference were approved

- Chair to remain SB with Viresh Paul appointed as Vice Chair
- The Post 16 Audit Code updates were noted
- We reviewed Risk Register, KPI's and BCP, which was agreed to be discontinued.
- Subcontract Internal audit regulation changes were reviewed and noted
- RSM Client Risk Profile has been shared with Governors so that risks are appreciated
- FE Emerging issues were noted
- The interim self-assessment regularity review was presented to cover the upto the Principals retirement and requires Board Approval
- Management accounts show good forecast surplus but note that commodity pressures are increasing. Also below target enrolments in future years could significantly impact funding and this needs to be keenly watched.
- The Financial assessment remains Outstanding, well done to Exec.
- We reviewed the cyber security assessment and noted the continued improvement
- The Internal Strategy was approved and requires Board Approval
- The external audit was agreed to be tendered in January 2023. The plan remains broadly similar to previous years and the level of materiality is good and has not increased. The strategy was approved and requires Board Approval

**RECOMMENDATION  
NOTED  
REPORT OF THE AUDIT & ASSURANCE COMMITTEE**

### **11ii RSM Risk Profiles**

Noted by the Board

#### **RECOMMENDATION**

**NOTED**

**RSM RSK PROFILES**

### **11iii The Interim Regulatory Self-Assessment**

BP explained the probity check completed in advance of the Principals retirement and in preparation of the new appointment of Accounting Officer

The Board approved

#### **RECOMMENDATION**

**APPROVED**

**THE INTERIM REGULATORY SELF-ASSESSMENT**

### **11iv Internal Audit Strategy**

Approved

#### **RECOMMENDATION**

**APPROVED**

**INTERNAL AUDIT STRATEGY**

### **11iv External Audit Strategy**

Approved

#### **RECOMMENDATION**

**APPROVED**

**EXTERNAL AUDIT STRATEGY**

## **12. Draft minutes & verbal summary of the Resources Committee meeting on 23 June 2022**

KP reported on the Resources Committee:

- Terms of Reference updates were agreed.
- Chair agreed to remain as ShR.
- Risk register and KPI's were reviewed
- BCP was agreed to be discontinued, with a key learnings document requested from Exec.
- Management accounts, noting the forecast outturn surplus is £120k
- The College remains Financially Outstanding
- The College funding is decreasing by £111k next year due to less enrolments this year and lagged funding. It would be worse, but this was offset by some funding increases.
- Sub-contract and Direct Delivery plans were reviewed for Board Approval

- The Capital expenditure and DfE capital build plans were reviewed and we are allocating £888k funding to support building refurbishment for outside the build plans. Other funding going to T levels , estates and contingency.
- The indicative budget has reviewed and challenged and forwarded to Board for Approval. It includes moderate surpluses of £57K with an assumption of 1% pay award and is recommended for approval.
- Efficiency plans were discussed and noted
- The new Accounting Officer was approved to be authorised for financial and legal matters from 1 August
- The fees policy is pending GLA guidance before updates

BP updated the Board on subsequent changes. Additional tuition funding of £182k has been agreed. This will make a small improvement to the £57k forecast outturn. However, the AoC pay award recommendation is 2.25% + £500 one off payment (or £750 for those under £25k salary). This would have a >£250k impact to the budget and create a deficit situation for the academic year. We will submit the current budget to ESFA and review the pay award in due time, as teachers are considering pay action; which is likely in September during enrolment period. The December resources and Board may be best to review recommendations and affordability at that time.

SR outlined current risks in education on pay, teachers' recruitment and motivation. GS noted that Stanmore has followed or exceeded pay awards and always does its best for staff.

SB noted, in the management accounts, we saw pressure from interim labour costs. BP confirmed, efficiencies and permanent recruitment are driving savings against interim labour budgets.

KP questioned if it is reflective of sector in general. LV responded, all facing same across sector.

SR noted, sector research shows teacher tenures average of 3.5 years. Whereas the biggest jump in effective teachers is after 5 years. So, it's essential to retain staff to be effective and it is a national crisis that teachers are not remaining in posts. KP confirmed, we should strive for a core team of retained staff.

**RECOMMENDATION  
NOTED  
REPORT OF THE RESOURCES COMMITTEE**

**12ii Subcontract & Delivery Plans for Approval**

All approved

**RECOMMENDATION  
APPROVED  
SUBCONTRACT & DELIVERY PLANS**

**12iii Indicative Budget & Forecast for 21/22 for Approval**

All approved

**RECOMMENDATION****APPROVED****INDICATIVE BUDGET & FORECAST FOR 21/22****12iii Fees Policy Update**

BP updated the board. We are still awaiting GLA guidance. There are no significant changes anticipated. I recommend we adopt the current policy as our Fees policy for 22/23 in order for it to be issued.

All approved

**RECOMMENDATION****APPROVED****FEES POLICY****13. Chair's Report of the Governance Committee meeting 28 June 2022**

GS reported,

- Actions outstanding were to approach UWL to appoint a Governor
- We reviewed & approved the Terms of Reference
- Selected the Chair, GS and Vice Chair, JL
- We renewed the membership terms of SB, VP and JL taking note of the AoC recommendation for members to serve upto 9 years; but seeking stability and experience whilst we transition to a new Principal.
- We noted the Principals start date will be 01 August and immediately transition to the new Accounting Officer.
- The Outstanding Governance Plan update was noted and actions were carried forward to 2022/23 **to board October – Action**
- GS added that discussion was to tighten up on Governor attendance at meetings.

**RECOMMENDATION****NOTED****REPORT OF THE GOVERNANCE COMMITTEE****14i. Report on the Performance of The Chair**

RoH stated that the Chair should retire for the discussion. However, the Board unanimously agreed that due to the positive nature of the report that the Chair should remain for the discussion. RoH reviewed the report noting only 7 of 17 responded however the outcomes were all positive.

TB suggested that those who did not respond should be considered as happy with the Chairs performance. SB added, it is not acceptable that only 7 of 17 responded. KP, it is an important part of the Governance of the College.

TB we should send a message to those Governors that participate in future. RoH noted, the responses were anonymous. GS, noted it helps improve the Board quality.

The Board requested all of its members to participate in future.  
The Chairs performance was endorsed. All agreed.

**RECOMMENDATION  
NOTED  
CHAIRS PERFORMANCE**

**14ii. Election of Chair & Vice Chair for 22/23**

RoH noted that there was no recommendation to change and no other member had come forward. As such it was proposed to continue with GS as Chair and JL as Vice Chair.

Approved

GS thanked all for their support

**RECOMMENDATION  
APPROVED  
CHAIR GS, VICE CHAIR JL**

**15. Any other Business**

No other business

**16. Meeting Review and Evaluation**

TB, Useful and covered key points

SR, much appreciated

KP, nice to be here in person

LV, enjoyed

SB, good session, congrats to Principal

CD, all good.

BP, we covered everything, it has been an honour and privilege to work with SN, congratulations on your retirement

SN, thank you all for your generosity, I will miss you all.

GS thanked all the Governors for their effort and hard work over the last year. He was proud of the team and it is underpinned by a good Executive team. We have a new Principal in August and we look forward to going from strength to strength.

**17. Date of next meeting – Tuesday 11 October 2022**

**Meeting ended at 7:15 pm**

**Signed**

Chair

Date

**Action Points**

<b>Item</b>	<b>Action</b>	<b>Responsible</b>	<b>Deadline</b>
10	Curriculum & Implementation Plan; revised paper to be presented to C&Q in November	LV	Nov 2022
14	Outstanding Governance Plan to Board in October	RoH	Oct 2022