



Part 1 Minutes of the Meeting of the Governing Body Held on 29 March 2022 at 6.15pm via MS Teams/in Oak 116

Present

Gideon Schulman (Chair) (GS)
 Sarbdip Noonan (Principal) (SN)
 Jean Lammiman (Vice Chair) (JL)
 Terry Butland (TB)
 Sundeep Bhandari (SB)
 Shameem Rahman (ShR)
 Ramin Hashemian (RH)
 Amelia President (AP)
 Kate Parsley (KP) (Joined late)
 Rohit Bhatia (RoB) (Joined late)

In Attendance

Bob Pattni (DP Finance and Planning) (BP)
 Lois Vassell (VP Curriculum and Quality) (LV)
 Robert Heal (Director of Governance) (RoH)
 Deepa Artani (DA) (Safeguarding Lead)
 Attracta Rafta (AR) (Marketing Lead)

Observers

Carlton Downie (CD)

1. Chair's Opening Remarks and report of any Chairs Action taken since the last meeting: GS good evening to all. Welcome to Amelia and Lois. Also Deepa & Attracta. It will be a long meeting & full agenda, please be brief as there is a lot to get through.

Please note that Omar Charlemagne, Jan Doust & Divyesh Kamdar have resigned for personal or time commitment reasons.

2. Apologies for Absence

Apologies were received from RV, SR, AO, AS due to work or other commitments.

3. Declaration of Interests

None (Senior Post Holders for Part2)

4i. Minutes of the meeting held on 14 December 2021

These were accepted as a true record.

4ii. Action points review

All action points have been completed or included in this meeting.

5. Matters Arising not on the Agenda

There were no matters arising not noted on the agenda

Advance item

11iv Safeguarding Interim Report

DA noted her report was taken as read, key highlights, safeguarding is effective, process & procedures have been reviewed and are in line with Government guidelines. 96% of staff have read and understand the safeguarding procedure. We have clear systems in place for staff and students to keep themselves safe, which is supported by a comprehensive tutorial program. In period Sept 21 to Feb 22 we have had 208 cases reported compared to 151 last year, an increase of 37%. The increases are due to covid, mental health and adverse childhood experiences. There were 7 prevent cases resulting in no further action. 3 students reported as missing from education. Heightened cases for behaviour and mental health. Links with external partners have been strengthened, inc. Safer schools, young offenders and children's safeguarding board. We are all working closely together. There has been significant progress on annual safeguarding report. Safeguarding is robust & rigorous.

SN clarified an amendment to the report, noting text errors where safeguarding is good, not effective as stated and it relates to the Children's Act 2004 not 2006 as stated.

GS disappointed staff is not 100% on reading & understanding the policy.

LV we have checked and it is due to long term sickness reducing it from 100%.

SN asked DA to highlight additional points. DA continued, we have good IT processes that raises safeguarding alarm and reports. The team is now back to full strength and will triage all reports to policy, within 24 hours; with escalation to Designated Lead and externals on site will be reported to Safeguarding Officer (LV).

We have some serious cases of gangs and knife crime, referred to prevent team. No further actin to be done. We are still monitoring. One challenge is the use of the multi faith room. More work needed for scope, purpose and managing expectations and other avenues to prayer e.g. Mosque.

SN asked for information on Covid Safeguarding & Keeping Children Safe in Education.

DA continued, the challenge after covid was face to face delivery, there were 409 absences for covid in year and a long term impact in mental health, anxiety, not feeling safe and extra pressure etc. We are seeing an impact from more safeguarding concerns. In the new edition of KCSiE there is a big section on sexual harassment. We keep a register and 'My Concern' is used to collate records. We have clear information on how many cases. Similarly on the mental health register.

GS are the Governors up to date with Safeguarding?

SN, Governors are up to date.

JL , I am the link to speak with Deepa on Safeguarding. Governors can send me questions and I will collate and share with DA.

TB safeguarding is also discussed at C&Q, a number of points were raised. This is a very good report and safeguarding is a big subject, there is a substantial number of cases to be looked after, but it is well handled.

SN safeguarding is the one indicator that can make the college "Inadequate" if not addressed. It is important and it is being addressed ! The College policy is 24 hour response to all concerns.

DA at present 'My Concern' doesn't allow in depth analysis. I am speaking with their IT to develop better reports.

SB I see the trend is increasing. SN, yes, mostly post pandemic issues. Not really major problems. DA, back face to face means they also have access to staff to raise concerns. We know where cases are and we are dealing with them and building links with other agencies.

RECOMMENDATION

NOTED

THE SAFEGUARDING INTERIM REPORT

KP and RoB joined the meeting at this point

11ii Marketing Strategy

AR, previous C&Q comments & requests have been incorporated into this revised strategy. The main things that arose are focus on a skills led recovery, motivation & pathway, the markets where higher education separated from adult section.

The website, where the college has a new high function web with high SEO rate. This is superior to many others we track as we work with a digital expert on analytics and he has confirmed the site is good. The feedback from students and potential students is positive. There are changes on courses, information, graphics and video. All social media channels included and very interactive.

Young people applications are up 9% on last year. Strategies on conversion rates are in place. Interaction is working, geographical and age targeted adverts are being used to reach audiences. There is a nurturing approach, general welfare and campaigns. We use Global Media who are a leading advertising company. They were on site today and we have 75 bus adverts, DAX digital radio, streaming channels and radio to build campaigns. We are also auditioning students for voiceovers. Global Media comments were around our logo, college being warm, inclusive, colour and block colours. We are very excited.

Influencers are big thing, we use social proofing based on endorsements. We use alumni and students. Satellite centres are also being marketed. As well as Distance Learning. There are partnerships with job centres. We are working with chamber of commerce and employers. Finally, we are looking at sustainable sectors. Any questions?

JL, thank you, are there any alerts by exception? Like when buses are about. Add bullets for briefings.

GS good update, website good, do we make it easy for reporting things, eg safeguarding. AR yes on web there are details.

TB, good discussion at C&Q and these come from that. We thought good progress has been made.

RECOMMENDATION

APPROVED

THE MARKETING STRATEGY

11iii. CEIAG

SN called on AR to overview the CEIAG, AR these are Gatsby benchmarks, you can see that we are addressing all areas. We have new careers adviser and manager. We get feedback and make improvements. The impartial advice & guidance is strong and robust. We are now pursuing a qualification for matrix and benchmark, these are being addressed.

TB this was also discussed at C&Q and raised at strategy day. This report answers that we do not have gaps. We will now have an annual report to Govs at the May meeting

RECOMMENDATION**NOTED****THE CEIAG REPORT****DA and AR left the meeting****6i. Principals Report**

SN reported, there are issues arising from the conflict in Ukraine and Colleges will play an important part in supporting refugees that arrive. The College is in a brilliant position academically, financially and with a £50m capital investment; and we have had a busy Term.

The Ofsted national T level thematic survey visit took place, covering 2 years, this was interim year 1. Thanks to LV who managed visit successfully. HMI thought the college was in good position, although there were no recommendations, there were pointers in general. E.g. employers not knowing what T levels are and data missing. These are minor points and directed at the sector as a whole. Staff had taken their eye off ball during covid and we are now refocusing staff.

In the press it is noted that Students are being searched for unlawful items generally and this has caused conflicts. Our students however, are being co-operative and we work well with neighborhood watch and other agencies in this area.

ESFA/ GLA contract for next academic year, we did not achieve student numbers this year, being 66 under target. They have reduced 22/23 number to 1482. Therefore the funding has decreased next year which will have a big impact financially. Base line funding has increased and shows only a funding drop of £3k, but this is a relative £0.5m drop.

We are finding it hard to engage parents to address issue after the pandemic. However, L1 & L2 parent eve made 80% attendance. L3 was 83% so attendance figures have gone up considerably.

Our international work has allowed the TURING project to go ahead, this is our first educational trip to happen with 15 students going to France. It has taken lots of work, to achieve, and these are generally disadvantaged students.

JL, this put a lot of pressure on SN and the team, this has been difficult and we have achieved, be proud. Well done. SN added, the HMI team also commended the staff on this.

We have met with Mark Billington regarding the Capital build and the Harrow Economic Strategy. They are trying to connect communities and support Harrow. He was very supportive and excited by this funding and development. A further meeting with MP Bob Blackman has been arranged.

The West London Principals have written to the Secretary of State for Education and invited him to meet.

The DfE capital build working party meet fortnightly, the capital working group early plans have been shared and a proposal for phasing, capacity etc received. The DfE will present the funding plan to minister shortly, so it is important to get our MP on board.

Attendance and Retention. There are significant challenges, as students are pressured to leave to have an income and to support families in hardship. We are working to retain them. Predictions for the college are likely to hit 91% achievement, which is a good achievement for college. Surplus likely to be over £77k. There are pressures on college, but we are in a good position.

Student progression from Y1 to Y2 is important, of 946, the 90% threshold is 851 progressing. These are students off target for next academic year. Our ESFA target is 1485, our strategic target is 1630. We need to ensure extra conversion rates from Y1. Our track record is 77%, so we have to hit 90% threshold to hit targets for next academic year. Less students means less money the following year. Any questions?

GS, thorough report, I am pleased to see community relations doing well and trends improving. SN, under targets from ESFA we keep chasing apprenticeships, but they will not respond. We are not moving forward. GS, Keep working on it.

SB can BP bring attention to the board of an emerging risk discussed in Audit relating to financial risk in future years and in capital investment. SN, the risk around strategic numbers has been raised with the business planning group, we need be careful going forward in our 5-year strategic plan to revisit the strategic numbers. It is important these planning meetings put pressure on Heads of School to deliver accurate figures. We will moderate and adapt. BP, it has come up in Audit & Resources, the risk is in student numbers and risk of not recruiting to target. There will be a strain. We will discuss in indicative budget, we can cover 1 year, we are staffed for 1600 learners and have not changed staffing in year. SN, I must stress we are effectively £0.5m less, the business planning meeting must visit resource allocation and curriculum areas under performing and deal with them going forward. BP we will look at mitigation plan for each school, contingency planning through non-pay, then pay. We have not looked at structural change but plan B is always available in the background. SN, we can upskill business, we just need a robust curriculum to meet demands. BP, additional revenue last year came in through grants, we will not get the same this year, but we have managed with tighter budgets and do have realistic targets. We are looking at positive application numbers. But we still need to look at the bottom line.

**RECOMMENDATION
NOTED
THE PRINCIPALS REPORT**

6ii Ofsted Quiz

SN led a quiz on Ofsted questions for Governors, with Governors responding

**RECOMMENDATION
NOTED
GOVERNOR OFSTED RESPONSIBILITIES**

7i. Key Performance Indicators

SN covered KPI's

- Overall College Attendance Rate as at the 15th March is **80.92%** against a target of 86%
- Overall College Punctuality as at the 15th March is **87.42%** against a target of 91%

- ESFA 16-18 Enrolment Target is 1548 on the 15th March our 16-18 funded headcount is **1485**, that's a decrease of -63 against our allocation
- ESFA 16-18 Funding allocation is £8,526,492 as at the 15th March our 16-18 funding is **£8,062,253**
- ESFA 19+ & GLA Target is 2100 enrolments (1000 heads) as at the 15th March 19+/GLA enrolment is **2442 enrolments (1041 heads)**
- ESFA & GLA Funding Target is £1,806,822 as at the 15th March is **£1,655,197**.
- ESFA ER Apprenticeship Funding Target is £59,064 as at the 15th March our apprenticeship funding is **£21,996**.
- ESFA 19+ Loan funding Target is now £280,469, a growth request on our loan allocation was successful at the beginning of March and we were awarded an additional £32,475, at the 15th March our loan funding is **£264,321**
- Key Financial Indicators are RAG rated Outstanding, and the YTD Surplus is **£59k**, staff cost/cash ratio **£3.71:£1** for the end of February 22.

Any question

JL, HE learners, are we continuing? SN, we have diversified and will get more in next year. Its in the strategic plan.

RECOMMENDATION

NOTED

THE KEY PERFORMANCE INDICATORS

7ii. 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. Key issues remain staff absences, compassionate leave impact and learner recruitment numbers.

RECOMMENDATION

NOTED

THE RISK REGISTER

7iii. Business Continuity Plan Update

SN the plan is updated regularly and follows Government guidance. We adhere to all Covid 19 safety guidance. We are to remove any guidance on covid certification eg covid passes. Steps to minimise contact are aligned to changes in testing. We have replaces with new public health guidance. We ask staff who test positive to follow self isolation guidance. It is noted that cases are again rising locally.

RECOMMENDATION

NOTED

THE BUSINESS CONTINUITY PLAN

8. Progress against Strategic Operational Plan

SN noted, good progress has been made and we are on target to achieve strategic goals. TB asked about items in Red. SN, English / Maths issues known we are working on it but wanted to highlight this and show we are working to address. The Government are giving

more hours for English & Maths. RH asked, for students doing English, why cant they do a L2 qualification instead? SN, our issue is functional skills, the Government has issued a new letter of notice giving funding with a multiplier, meaning employers can put employees through numeracy skills.

RECOMMENDATION

NOTED

THE STRATEGIC OPERATIONAL PLAN

9. Indicative Budget 2022/23

BP overviewed the forecast. Some allocations are confirmed, we are still awaiting on L3 loans and L3/2 programs for key skills. Current year £12.664m rising to £12.713m excluding any other additional funds. The challenge is surplus may improve. Cost pressures are increases in NI, utilities and legal fees. The 2% pay award is consolidated and brought forward. We are down by circa £450k due to lower learners. But the funding increase makes this a break even. Some allocations yet to come through and a fuller forecast is yet to be known.

This is what we would expect to see, being prudent and with contingency planning, with plan A and B, we are keeping to the strategic plan. There is no planned increase in satellite centres, they may organically grow, we also expect to grow onsite. We will look at risk, prudence first and we are in a much healthier situation and with good reserves.

TB asked, how does estate capital development work impact the budget. BP fortunately we are in a unique situation where vast majority of capital build will be funded by DfE. Through Resources we will discuss cash balances that may go towards what we want. This is revenue budget, capital will be in June financial forecast. TB, so estates development is in a DfE budget will this leak into the revenue budget? BP, our scope of risk is what they ask for as a contribution. They are yet to review our budgets and financial position and they will not be seen in time. There may be a contribution, but we are minimising this with the DfE. We have expanded the Reserves Policy to match expectations.

Approved.

RECOMMENDATION

APPROVED

THE INDICATIVE BUDGET 2022/23

10. Capital Working Party Update

KP explained a brief summary, the party met last week with DfE. Feasibility is virtually complete pending peer review and ministerial review. The control base line model is set. The proposal is demolish just over 7000sqM and build 11,000sqM bringing the total are up to 14,200sqM. Phased approach, replacing buildings and working around the site. Sustainable approach with high quality nett zero buildings to meet 2050 guidelines. Looking at bike storage for sustainable transport.

Next steps are contractor tender of control model, final design, planning and local resident consultation. The building would not have too much of an impact on the local community

compared to current and is anticipated to support house price increases. Construction starts April 2023 going on to 2027. There is a 5 year plan, some students would be having their whole time through construction; but the contractors are experienced and it will be well planned to minimise student impact. Well done to SN & BP for work to date.

GS reiterated, lots of hard work. Thank you

TB asked **if we can share a presentation- action SN**

RH asked about EV charging

SN yes these were raised and discussed in the plan

KP, they noted that things will develop even in the short term as Government regulations change.

RECOMMENDATION

NOTED

THE CAPITAL WORKING PARTY UPDATE

11i. Draft minutes & verbal summary of the Curriculum & Quality Committee meeting on 8 February 2022

TB gave an overview of report from student governors. Action on catering. Feedback on RH attendance at Governance summit. One point was the introduction of Governor mentors that will be followed up on. A Risk register deep dive was completed on English & Maths. All reports were detailed eg CPD and T&L. plus a curriculum review of Engineering showed a positive picture. Plus, a regular report on HE with a lot of progress with University of West London with courses commencing in Sept. The E&D report gave no worries.

GS this was a very thorough meeting

RECOMMENDATION

NOTED

REPORT OF THE CURRICULUM & QUALITY COMMITTEE

12. Draft minutes & verbal summary of the Audit Committee meeting on 1 March 2022

SB The committee heard that the safeguarding audit has been rescheduled. We have added learner recruitment as a risk. IT was discussed and we saw the Annual Report with no audit issues. We heard that LGPS does follow a broad ethical standard in response to Governors challenges. Other items inc. Internal Audit Progress Report, Annual review of Register of Interests.

GS questioned the risks register in form of impact of students displaced by Ukraine war.

BP, confirmed none

SB asked, are there any Ukrainian students in College

SN, none

KP noted, cyber risks are arising in the sector.

BP, we have regular updates and investment has been spoken about. I am joining a webinar with Barclays next week. We have a sturdy firewall and a robust audit plan. JL questioned having multiple servers on same site

BP, yes, but they are separate buildings and backed up in cloud. We take advice from industry experts and are OK, they are well apart on site

RECOMMENDATION

NOTED

REPORT OF THE AUDIT & ASSURANCE COMMITTEE

13. Draft minutes & verbal summary of the Resources Committee meeting on 15 March 2022

ShR reported on the Resources Committee:

Noted KPI's, show movement in right direction, 16-18 recruitment concern and lagged funding impact. Questioned on BAU after Covid, but noted it is still too early. Committee challenged costs. Reviewed BCP plan and noted cost pressures. Staff turnover increased but below national average.

RECOMMENDATION

NOTED

REPORT OF THE RESOURCES COMMITTEE

13iv Reserves Policy for Approval

The Board considered the Reserves policy approved by the committee

BP noted, the Reserves policy changes are to meet strategic aims, operational reserve of £2.2m has been increased to £3m. Stanmore college buildings are out of scope. Resources Committee approved.

All approved

RECOMMENDATION

APPROVED

THE RESERVES POLICY

13v Finance Software for Approval

The Board considered the Finance Software approved by the Resources committee and recommended from audit of the risk register. We have selected the best option for finance software and have experience with the provider.

All approved

RECOMMENDATION

APPROVED

THE FINANCE SOFTWARE

13vi The Leave of Absence Policy

The Board considered the Leave of Absence Policy approved by the Resources committee

Leave of absence policy, amended and more defined with new thresholds and made clearer. Any breach of extended leave can be investigated under the disciplinary procedure

All approved

RECOMMENDATION

APPROVED

THE LEAVE OF ABSENCE POLICY

14. Chair's Report of the Governance Committee meeting 22 March 2022

GS reported, that 3 Governors have recently left for personal and commitment reasons, recruitment is a concern; and the committee discussed whether to have a leaner board and co-opted committees.

14ii The committee recommended Carlton Downie (CD), a former staff governor, as a Governor. The Board voted on Carlton joining as a member. The vote was unanimously in favour. TB added CD was was a good staff governor with good attendance and would make a valuable addition.

RoH to work with AR and staff to look at new recruitment methods.

Principal transition was discussed and it was agreed that SN would hand over as Accounting Officer effective 01 August 2022.

The college aims to have a Governance audit in November.

The college hiring process was discussed

RECOMMENDATION

APPROVED

CARLTON DOWNIE APPOINTMENT TO THE BOARD

NOTED

REPORT OF THE GOVERNANCE COMMITTEE

15i. Proposed meeting dates for 2022/23

RoH reviewed the proposed meeting dates
SN recommended strategy day in Sept
Agreed.

RECOMMENDATION

**APPROVED
MEETING DATES FOR 2022/23**

15ii. Proposed Annual Business Cycle

RoH overviewed the Board work plan

**RECOMMENDATION
APPROVED
ANNUAL BUSINESS CYCLE**

15iii. Chairs Performance Review Template

RoH described the Chairs performance review template and timeline for use before next Board meeting and Chairs election

**RECOMMENDATION
APPROVED
CHAIRS PERFORMANCE REVIEW TEMPLATE**

15iv. FE Update

GS took the paper as read. There were no questions

**RECOMMENDATION
NOTED
FE UPDATE**

16. Meeting Review and Evaluation

GS ask all to respond to online meeting evaluation and asked all to fill in.
AP informative and nice to see work inputted to decision making
RH interesting meeting.

17. Any other Business

No other AOB

18. Date of next meeting – Tuesday 5th July 2022

Meeting ended at 8:10 pm

Signed

Chair

Date

Action Points

Item	Action	Responsible	Deadline
10	share capital working party presentation	SN	Apr 22