

Chair	Rob Hull
Corporation Members	Vivien Bailey OBE, Gerry McDonald, Steve Hedges, Diane Murray, Marilyn Hawkins, Stephen Critoph, Dawn Samwell, Richard Bint, Cynthia Griffin, Gareth Wall, Lutfey Siddiqi, Neil Yeomans, Ryan McLean, Shehzad Siddiqi
Officers	Deputy Principal: Paul Wakeling Deputy CEO: Suri Araniyasundaran Principal Tower Hamlets and Hackney: Alison Arnaud Principal Redbridge and Epping Forest College: Janet Smith
Director of Governance	Elsa Wright
Apologies	Malcolm O'Brien, Nikki Makinwa
Item No	Item of business
PRELIMINARY PROCEDURAL MATTERS	
	Chair's Welcome & Opening Remarks The Chair welcomed everyone to the meeting.
	Apologies for Absence Malcom O'Brien and Nikki Makinwa had sent apologies. The Chair noted that this would have been Malcolm's last meeting as an NCC governor. Governors expressed their appreciation for the role he had played during Havering's transition into a merged NCC group.
	Declaration of Interests There were no declarations made.
	4.1 Minutes of the Last Meeting Held on 23 March 2020 The minutes were APPROVED as drafted would be signed as an accurate record of the meeting at the next face to face meeting. ACTION – Minutes to be signed at the next face to face meeting.
	Matters Arising and Action Points from the Meeting The Chair confirmed that he had reviewed the action points and that there were no outstanding items that had not been completed or were covered in the agenda for the meeting.
STRATEGIC MATTERS	

Group Principal & CEO's Report

6.1 Covid 19 – Wider reopening

The Chair explained that the Board was hugely appreciative of the work that the whole college team had done to move learning online in such a short time. It had been an impressive operation. A huge amount of work continued to assess and calculate grades for students and to get the campus ready for reopening.

The CEO presented his report which reflected the events of the whole year as it was important to ensure that Governors did not lose sight of the work that the College had done during the course of the year. Around 73,000 grades had been calculated and C, Q & S continued to scrutinise the work being completed. Only around 10% of Level 3 students had returned to campus and most continued to engage online. Feedback from staff who had returned was good and they felt safe on campus. The main issue was around public transport and Senior Managers were trying to reassure staff with additional parking available at the Poplar campus. There was a risk that 16-18 year old students would stay on at their current schools and the marketing effort had been stepped up to encourage enrolment.

The plan was to reopen more widely in September with contingencies in place if this was not possible. There was a discussion about what the model might look like in September, but there were too many variables for a final decision to be made at this point. Governors discussed the risk of under recruitment and the impact this would have on the 2021/22 budget. It was important to ensure that there was an attractive offer with clear pathways for students in the event of full reopening not being an option. Social media was a huge part of the marketing and the Level 3 students were easier to engage with. For Level 1/2 students there would need to be options for enrolment on campus. For continuing students there would need to be a combination of pressure and support to enable them to reengage and return to campus. For many students, face to face engagement was needed and it was important that students felt safe, if they were able to return. The Senior Management team would make decisions in mid August.

The CEO explained that as part of the staff development day he had met a group of 43 staff, via Teams, to hear about their experience at the College. This was part of the College's response to the Black Lives Matter movement. It had been a very positive meeting with some helpful pointers and had provided a productive platform to hear about the different experiences of both staff and students. This open dialogue would continue and there would be discussion about the composition of the Corporation as part of this. The Chair of Search confirmed that further recruitment, other than another staff and student Governor, would be paused whilst the Committee reflected this. Governors were pleased to hear about the dialogue and it was important to engage with young people as part of this process. There would be some appointments made to the Havering Local Board, but again some options would be left open.

6.2 2020-21 Corporate goals and KPIs

The CEO explained that his report gave a commentary against the KPIs and Governors agreed that it was a fair assessment. The 2020/21 KPIs included some new objectives derived from the Strategic Intent as well as others in areas such as Curriculum, which had been carried forward. There was some work to do on the metrics for the Strategic Intent and it was agreed that these would be discussed and monitored through the Committees. Governors discussed subcontracting and how this would be managed moving forward with monitoring required by C,Q&S for quality and by F&GP against income targets. There was also a discussion about Financial KPIs, which would be further developed for F&GP to consider.

ACTION: Finance Director to develop KPIs for October F&GP meeting

Governors discussed the relationship between the Risk Register and the Strategic Goals. The register would continue to be monitored by Audit, with specific objectives covered by different Committees. It was important to look at the relationship with stakeholders

PERFORMANCE MATTERS

Committees of the Corporation

7.1 Finance and General Purposes Committee

The minutes were available in the second pack. The Chair of the Committee explained that the cashflow and balance sheet had now been reviewed and that the Committee was content with them. There was further work to do on non-committed income and this would be reviewed at the October F&GP meeting. The Finance Director explained that the operational deficit stood at £2.4m and steps had been taken to reduce this as far as possible. A clearer picture would be available in the 3rd week of August once all income and costs for the previous year were known. Around 70% of income was secure and the management of the other 30% was key. Previous investment in IT had enabled the College to cope and there was some further capital investment required to continue this. There were a number of other key capital investments, including the property projects at Rainham and Epping, which would continue. There would need to be flexibility in recruitment using both agency and hourly paid staff until there was a clearer picture of the 2021/22 budget which was dependent on the number of learners.

The Chair explained that, although there was much uncertainty, the College was in a much stronger position than many others. The Finance Director reiterated that it would be important to get recruitment right. There was income to be realised from land disposal which would also impact on the 2021/22 spend.

The CEO clarified that the deficit included an unfunded pay rise from last year which had been agreed by the Corporation and that had there been no impact from COVID19 the deficit would have stood at around £900k. Governors discussed the impact of the UKCBC contract. The College continued to focus on getting class sizes right, tightening the curriculum and diversifying sources of income and SMT took a cautious approach to net depreciation. Governors agreed that it was right to do everything to reduce risk and manage the uncertainty. Once the 16-18 numbers were known there would be clearer picture of the 2021/22 position and the Committee would review this in October. It was **agreed** that this would be discussed again at the Autumn Corporation meeting.

The increase in the funding rate for 16-18 year olds had helped this year's position and Governors asked whether it would be possible to analyse the contribution from the different funding streams to help manage the budget and inform decisions moving forward. The Finance Director explained that he would produce a report on this for the October F&GP meeting. It was confirmed that the impact of the staff pay award had been discussed at the Committee meeting and the budget was **agreed**.

The Corporation hereby resolved to approve the 2020/21 budget and the 3-year financial plan.

7.1.2 Pensions

The Chair of the F&GP Committee had asked for a paper to look at the issue of offering assets as security to reduce the pension contributions. The paper set out the detail with around £48m of assets being used as security. This could be released at any time and after discussion, Governors were content that this offered enough flexibility with no impact on the assets themselves. Governors **agreed** to the proposal.

The Corporation hereby resolves to agree that security be given to the LPFA against the Havering campuses (Wingletye Lane, Ardleigh Green and Rainham) and the Hackney campus to the value of £48.39million, and that delegated authority be given to the named signatories for the signing off, of any necessary documentation.

7.1.3 Policies

There were some minor adjustments for clarity which had been resolved and the

GOVERNANCE AND COMPLIANCE	
	<p>Search Committee</p> <p>The Committee had discussed interim Terms of Reference for the Havering Local Board, reflecting their change in focus. Local Board members would be encouraged to provide further feedback before they were finally signed off in October.</p> <p>The Corporation hereby resolved to approve:</p> <ul style="list-style-type: none"> • the interim Terms of Reference for the Havering Local Board, subject to consultation with the Local Board <p>Recruitment of an additional student and staff member would take place in the Autumn term and the Committee continued to look for a co-optee to the Audit Committee. It was agreed that Cynthia Griffin would become a permanent member of the Property Committee.</p> <p>The Corporation hereby resolved the following:</p> <p>The appointment of:</p> <ul style="list-style-type: none"> • Neil Yeomans as Chair of Audit, with effect from 1st September 2020; • The appointment of Cynthia Griffin as a permanent member of the Property committee, from 1st August 2020. <p>Compliance with the College Code of Good Governance was set out in the report along with progress against KPIs. Governors were asked to complete the Skills Audit promptly to enable analysis of any areas which may be relevant for recruitment.</p> <p>ACTION – all Corporation members</p>
	<p>Meeting Schedule and Business Plan</p> <p>Comments were invited on the Business Plan which would continue to evolve as the year progressed. The meeting schedule was confirmed.</p> <p>The Corporation AGREED the meeting schedule.</p>
11.	<p>Dates of next meeting:</p> <ul style="list-style-type: none"> • Corporation The Corporation was due to meet on 5 November and the aim was for a blended meeting with some attending on campus, if possible, and others online. This approach was agreed. The schedule of meetings for 2020/21 was agreed as circulated.
MEETING EVALUATION	
12.	<p>Meeting Evaluation Form – for completion and return</p> <p>Governors were asked to complete the form and return it along with any suggestions about improving meetings held remotely.</p> <p>The Chair thanked everybody for their attendance and commitment over the past year.</p>

Signed.....

Dated.....