

Chair	Rob Hull
Corporation Members	Marilyn Hawkins, Vivien Bailey OBE, Neil Yeomans, Cynthia Griffin, Nazia Faiz, Stephen Critoph, Sue Williams QPM, Steve Hedges, Gerry McDonald, Labib Aminullah
Officers	Deputy CEO: Suri Araniyasundaran Principal Tower Hamlets and Hackney: Alison Arnaud Principal Havering Colleges: Janet Smith Principal Redbridge and Epping Forest: Narzny Khan
Director of Governance	Elsa Wright
Apologies	
Item No	Item of business
	PRELIMINARY PROCEDURAL MATTERS
1	Chair's Welcome & Opening Remarks The Chair welcomed everyone to the meeting
2	Apologies for Absences All members were present
3	Declaration of Interests Members were reminded of the need to declare any interest in any items on the agenda. No declarations were made.
4	Minutes of the Last Meeting Held on 14 July 2022 The minutes were APPROVED and would be signed as an accurate record of the meeting online. ACTION – Minutes to be signed online
5	Matters Arising and Action Points from the Meeting The Corporation noted the action points. The catering contract was no longer a zero cost contract and there was a new Group Director overseeing the contract. This would be monitored by F&GP.
STRATEGIC MATTERS	
6	Group Principal & CEO's report and KPIs Presentation on Attainment Members of CQS had seen a detailed presentation on the final outturn and this was an outline of the key issues for the Board. The slides were available on the portal. The Principal, Havering Colleges, explained that the data over each of the last 4 years was different and no two years were comparable due to the pandemic and the different assessment systems that had been used. For most, this year had been the first year of sitting exams and achievement rates should be viewed in that context.

The data showed that after the merger with Epping, there had been a major improvement in 18-19 with outturn above the national rate. Current outturn was now better than similar providers pre-pandemic which was positive. Value added would not be available until 2024-25.

Results by campus varied. Tower Hamlets had returned to pre pandemic levels and at Hackney and Redbridge it as virtually the same. There had been a small dip at Epping mainly in Health and Social Care and Construction. There was a mixed picture at Havering but there were incremental improvements. 16-18 students had been most impacted post pandemic as they did not sit GCSE exams and they had gaps in their learning. In some curriculum areas, staff had left to go back into their trade/profession and this had impacted on some campuses more than others. The achievements exceeded national rates pre pandemic but the students needed more support which was ongoing.

Achievement rates for adults students were returning to pre pandemic levels with a significant increase of 11% at Havering. There were different challenges for student returning to learn but these were being addressed.

The Principals gave a very brief overview of each campus. Adult achievement and volumes were up at Hackney and there had been a dip in outcomes for 16-18 in Health and Social Care, Functional Skills, Construction and Sport. The reasons were known and action was in hand to address them. At Tower Hamlets, outcomes were being sustained but recruitment was low. ESOL outcomes were outstanding alongside GCSE rates which outstripped the national rates for English and Maths.

Redbridge was good overall with a slight dip in outcomes. ESOL provision was outstanding and GCSE rates were very high. There had been some strong performances at Epping in Creative Arts, Sport and SEND but work was in hand to address provision in Health and Social Care, Early Years, Functions skills Maths and Construction.

There had been a small increase in outcomes at Ardleigh Green including English and Maths with no change overall at Rainham. Engineering had seen some good improvements and Maths at the campus had improved. The Sixth Form had returned to pre-pandemic levels with some very strong performances in Physics and BTEC diplomas. SEND provision was good.

The Board was shown a heatmap by campus and curriculum to see where the relative size and strength of provision on each campus. There had been some difficulties in recruiting specialist teachers in a number of areas across the group but this was starting to ease. There was a discussion about the impact on apprenticeship outcomes which in part was due to a change in where the achievement was recorded. There had been huge back logs in end point assessments and delayed results would be recorded in the following year. This should be reflected across sector results.

The Self Assessment Report (SAR) would report that achievement had been sustained across the College despite the pandemic. There was a continued good level of achievement for adults with a small decline in 16-18 outcomes which was in line with pre-pandemic levels. There would be a focus on key curriculum areas and these would be picked up and monitored at CQS via the Quality Improvement Plan. There would be continued focus on apprenticeships, construction and engineering where there had been some improvements but more were needed. Health Care and Early Years would also be a focus alongside Functional Skills Maths.

The Chair thanked the Team for another strong performance against difficult and changing circumstances.

CEO report

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	<p>The CEO updated the Board on his report. The College had spent a day looking at the curriculum in light of the new legal requirements on meeting local needs and the local skills plans. There would be one London plan with separate appendices for each region. NCC was involved in two. With another change in Secretary of State, there would be more work to do as a sector to influence future development. It was noted that pay inflation was a concern against a backdrop of a flat cash settlement. Work had already begun to look at the impact of 16-18 under-recruitment as this would impact on the budget for 2023-24.</p> <p>The Deputy CEO was thanked for securing the new RCF facility. It seemed unlikely that this would be used with a backdrop of increasing interest rates but the flexibility it offered around cash flow for ongoing projects was important. If there was a redesignation to the public sector, it was likely that there would be an end to borrowing which could restrict further development and land sale.</p> <p>The KPIs were discussed. There was an increase in those showing as red. Student recruitment was an issue and schools were retaining more students particularly in Boroughs like Tower Hamlets alongside young people going straight into work or leaving college early as they needed to support their family. The funding for predicted in year growth was already being taken back from budgets and the approach would need to be different if numbers were to increase. There had been positive signs at some campuses such as Ardleigh Green where work in the community and with the new mayor had improved relationships in the local area.</p> <p>Black Lives Matter</p> <p>The CEO reported on the work that had been done including reviews of policies and processes, a staff survey and working groups. The Black Staff Network had developed through the process and it would be important to seek some external validation of the work over the course of the year. The College would take advice from the AOC Director of Diversity on who could do that piece of work and this would be discussed with staff. The key was to measure impact. There was a separate piece of work for students which reported through the EDI steering group to the CQS committee. A group of around 18 Asian staff had volunteered to get involved in discussions with the Group Executive Director for Human Resources and the CEO.</p> <p>Industrial Action</p> <p>The CEO gave an update to the Board – see part 2 minutes</p> <p>The Chair thanked the CEO for his report.</p>
<p>7</p>	<p>Finance</p> <p>7.1 Provisional Outturn Report 2021/22</p> <p>The final position for last year had been predicted as £700k deficit at q3 but at £620k it was slightly better. Income almost even and non pay was improved at £146k better than expected. Final clearance was expected the following week from the auditors. No significant issues were expected and cash and KPIS were all positive. The land sale just before year end had contributed to the position and financial health was still good. The position was £100.3m income and £-630k overall operating position. F&GP reviewed the outturn and was pleased to see a better than expected position. Final accounts would come to next meeting for sign off as part of the full financial statements. It was noted that there looked to be a statutory £70m surplus due to pension adjustments which was the opposite to last year due to the discount factor increasing and age assumptions going down. The Corporation noted the position.</p> <p>7.2 Learner Numbers and Budget Update</p>

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Learner numbers showed significant campus variation. Poplar was down by 4.3% mostly at Arbour and students were leaving to work or to study A levels elsewhere. Hackney was down 2% and Redbridge up by 1.4% with an increase in asylum seekers housed in the borough, unaccompanied minors and LACs. Epping had seen an improving reputation locally but numbers were down as many young people were going into work, Havering Ardleigh Green and Rainham were 2.7% up. Wingletye Lane numbers were up 2.4% and demand was strong. Overall numbers were down 1.3%. The financial impact would be felt next year and colleges across London were reporting similar patterns.

For adults, the full year target was broken down by semester. The rate depended on the home address of the student and the College would recruit again in January. The income should be halfway and it currently stood at 56. The September Management accounts would be circulated shortly. There were plusses and minuses with pressure from utility spend. There would be another look at pay but the aim was to work toward break even for the year. The Board discussed the parameters of an additional pay award. See part 2

7.3 Oxford School of English Acquisition

The priority was to find new premises and to move before the end of the lease in in June 23 as around 33% of income was earned from June to August. There was a possible former bank building which would be available from March. Details on price and terms would be available the following day. The floor space was 5-7.000sqft and would give the flexibility to increase provision or offer new provision. The rate was expected to be similar but the overall cost higher as the premises were larger. Class sizes could increase slightly and more commercial work could be delivered. The College would retain the trading name if the company was dissolved and all staff were being moved onto NCC contracts which offered better terms. There was a good team who were willing and work was in hand to improve efficiency and communication. There had been some large school bookings for September and October.

8 Committee Business

8.1. Audit

8.1.1 Annual reports – Internal Audit and Whistleblowing

The Chair explained that the IA annual report from Scruton Bland informs the CEO's statement on internal control that goes into the Governors' statement in the Financial Statement and Accounts. Page 3 entitled 'our opinion' was the key statement. The Board noted the report. There was one small change to the regulatory self-assessment which the Board had agreed in July. The date of the external review was now by July 2023. The Corporation agreed the report with the change noted.

The Whistleblowing annual report followed a standard format and reported one disclosure in relation to the Teacher Assessed Grades. The report was recommended for approval by the committee. The Corporation agreed the report.

8.2 Property Committee

It was noted that the Poplar project was on hold and that the Council had changed with new councilors in post and some changes to key officers. There had been a very positive discussion with Hackney and there was a meeting with the Local Authority the following week. The Board awaited information about the ONS decision and whether this would impact of development.

8.3 Curriculum, Quality and Students committee

The Committee had received an update on enrolment and achievement rates and it was agreed that this was a creditable set of outcomes given the circumstances. There were some rays of light in terms of improvements and the committee had reviewed the QIP

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which was the last iteration for 2021-22. There had been good progress against most objectives with a red rating against Health and Social Care, Early Years and Construction. Attendance in English and Maths was amber but there was a narrowing of the gap between campuses. The committee received an update on subcontracted provision with the Orthodox Jewish provision being outstanding and the Employer Engagement report set out the College's links with employers and stakeholders. The committee had found the report useful and asked for more analysis of the impact of the partnerships moving forward. This was tied in with the KPI on reputation. HE enrolment had not met target and work was in hand to increase participation and success rates for students of BAME heritage. The committee had received an excellent report on EDI monitoring report with a useful analysis of progress. It was noted that achievement of Black African students had improved, and that there were improved levels of IAG and other support. Further work was in hand to look at the numbers of black male students who were involved in disciplinarys.

8.4 Finance and General Purposes Committee

8.4.1 Modern Slavery Statement and Procurement

The Board had already been updates on the key financial items. The committee had reviewed the Modern slavery statement which set out the actions the College took to comply with the Act. The Board **agreed** the statement as recommended by the committee. It was confirmed that this was monitored through internal audit reviews of procurement.

The HR procurement issue was in relation to the College using a number of different agencies for recruitment. However, a single contract could be over the CEO's about the limit over a 3 year period. Currently most of the posts were filled by Morgan Hunt but the aim was to use seven different firms. The Board discussed the proposal. The value could be £1.1. per year over three years. The contract cost was the value of the fee plus the wages of the agency staff. The Corporation **agreed** to the proposal as set out in the report.

The Board was aware that the land disposal had now completed with Signature and that there was a small plot to sell for three houses. There was an offer of £1.35m and the Deputy CEO was asking for delegation for the CEO and Chair to complete the sale with the flexibility to accept the second offer which was £45k less, if the best offer could not be completed in a timely way. The Board was reminded that this was part of the Phase 1 project at Ardleigh Green. There was £7.5m from the GLA towards the development. It was unlikely that the ONS decision would prevent the sale. The Corporation **agreed** the proposal as recommended in the report.

8.4.2 Written Resolutions

The Corporation noted the report.

8.5 Search and Governance

8.5.1 Search Annual Report

The Corporation agreed the annual report which gave an overview of the committee's work. The report would go on the website.

8.5.2 Board appointments

The Chair outlines the process that had been used for appointment. The Corporation approved the following appointments to the Board, subject to reference checks and DBS:

Richard Smith Morgan – to join Audit and Property

Sarah Bennet – to join Finance and General Purposes

Brij Patel – to join Finance and General Purposes and Curriculum, Quality and Students

	<p>Committee</p> <p>The Corporation agreed that Sue Williams would take on the safeguarding link role and the search for and Education specialist for the committee would continue.</p> <p>Five potential staff governors had been interviewed and the committee recommended two staff governors and one co-optee for approval. The Corporation agreed the appointment of:</p> <p>Claire Baker – to join Curriculum, Quality and Students Dean Stanford – to join Property</p> <p>All new Board members would be invited to join the Strategy Day on 10 November.</p> <p>Paul Crossey would be offered a co-optee role on the Curriculum, Quality and Students committee</p> <p>The Board agreed to the appointments. There would be a programme of induction for all new members including meetings with the Chair and executive members.</p>
9	<p>Annual Declaration on Interests</p> <p>Corporation members confirmed that they had reviewed their declaration. Members were reminded that this was a live document and any in year changes should be reported to the Director of Governance.</p>
10	<p>Use of Seal Report</p> <p>The Corporation noted the report.</p>
11	<p>Any Other Business</p> <p>The CEO and Chair thanked Vivien Bailey for her time as a Governor and for the work she had done in chairing the committee and leading on safeguarding. Having joined as a cooptee at Hackney College in 2012, there had been a lot of change with 5 mergers and many changes in staff and Board colleagues. It had been an enormous privilege and she thanked everyone involved. Going out and meeting staff and students was the most useful way for Board members to get to know the college and understand how it operated and she encouraged all governors to visit the campuses.</p>
12	<p>Date of next meeting – 15 December at 5.30pm</p> <p>Members were reminded of the date of the next meeting</p>

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