

**MINUTES**

**CORPORATION BOARD**

Date: Tuesday 18 October 2022

Venue: 1<sup>st</sup> Floor Boardroom, East Ham Campus & Teams

Time: 6:00pm

<b>Chair</b>	Martin Cumella
<b>Vice Chair</b>	Danny Ridgeway
<b>Corporation Members</b>	Femi Olatidoye, Geoffrey Makstutis, Gurjit Kahlon, Irfan Umarji, Joanne Roxburgh, Lloyd Johnson, Mubin Ahmed, Pam Rowe, Paul Stephen (Principal), Sarah Thomas, Trina Sarkar
<b>In Attendance</b>	Deputy Principal: Jamie Purser Chief Operating Officer (COO): Judith Abbott Executive Director, Strategy & Innovation: Matt Fawcett
<b>Clerk to the Corporation</b>	Judith Nelson

<b>Item No</b>	<b>Item of business</b>
<b>PRELIMINARY PROCEDURAL MATTERS</b>	
1.	<b>Chair's Welcome &amp; Opening Remarks</b> The Chair gave a warm welcome to all governors present to the first board meeting of the academic year.
2.	<b>Apologies For Absence</b> <ul style="list-style-type: none"> <li>▪ Gurjit Kahlon</li> <li>▪ Lloyd Johnson</li> </ul>
3.	<b>Declaration of Interests</b> None received.
4.	a. <b>Minutes of the Last Meeting held on 19 July 2022</b> <i><b>RESOLVED: The minutes were Approved as a true and accurate record.</b></i>  b. <b>Matters Arising and Action Points from the Meeting</b> All matters were covered during the meeting
<b>CORPORATION BUSINESS</b>	
5.	<b>GOVERNANCE MEMBERSHIP:</b> <ul style="list-style-type: none"> <li>▪ <b>Chair of the Corporation Appointment Recommendation</b> The Chair provided the Board with an update on the search and recruitment of the Corporation Board Chair. <ul style="list-style-type: none"> <li>▪ The Search Committee convened a meeting in May 2022 and approved for the Clerk to the work with FE Associates (FEA), a specialist recruitment firm to conduct an externally advertised recruitment campaign.</li> <li>▪ FEA submitted four applications for consideration, the Search Committee shortlisted two out of the four candidates for interview.</li> <li>▪ The Search Committee conducted interviews of the two shortlisted candidates and unanimously concluded that Paul Jackson demonstrated the skills, knowledge, and leadership experience requisite to this position.</li> </ul> </li> </ul> <p><i><b>Governors unanimously RESOLVED the appointment of Paul Jackson as Corporation Chair Designate. Paul Jackson to attend the December Corporation Board as part of the handover process.</b></i></p>

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<b>THE DETERMINATION AND PERIODIC REVIEW OF THE EDUCATIONAL CHARACTER AND MISSION OF THE INSTITUTION AND THE OVERSIGHT OF ITS ACTIVITIES (INTENT / IMPLEMENTATION / IMPACT)</b>																									
6.	<p><b>Governors' Away Day Follow Up – Link Governors</b></p> <p><b><i>Governors RESOLVED to approve the link governors and the Executive to arrange for the College link to get in contact with the link governors as follows:</i></b></p> <table border="1" data-bbox="245 510 1401 1025"> <thead> <tr> <th data-bbox="245 510 603 555">Link Governor</th> <th data-bbox="603 510 1018 555">Link Governor Role</th> <th data-bbox="1018 510 1401 555">College Link</th> </tr> </thead> <tbody> <tr> <td data-bbox="245 555 603 622">Femi Olatidoye</td> <td data-bbox="603 555 1018 622">Organisational culture</td> <td data-bbox="1018 555 1401 622">Mellisa Gomez Director of HR &amp; OD</td> </tr> <tr> <td data-bbox="245 622 603 689">Danny Ridgeway</td> <td data-bbox="603 622 1018 689">Behaviours and Attitudes</td> <td data-bbox="1018 622 1401 689">Pele Mobaolorunduro Director of Service Industries</td> </tr> <tr> <td data-bbox="245 689 603 757">Danny Ridgeway</td> <td data-bbox="603 689 1018 757">Apprenticeships and industry alignment</td> <td data-bbox="1018 689 1401 757">Steve Lee Director of Apprenticeship</td> </tr> <tr> <td data-bbox="245 757 603 824">Geoffrey Makstutis / Joanne Roxburgh</td> <td data-bbox="603 757 1018 824">Linkage from LSIP to learning</td> <td data-bbox="1018 757 1401 824">Jo Germani Head of TLA</td> </tr> <tr> <td data-bbox="245 824 603 891">Joanne Roxburgh</td> <td data-bbox="603 824 1018 891">Mentoring from Teacher to outside the classroom</td> <td data-bbox="1018 824 1401 891">Michael Burgoyne Vice Principal, Quality</td> </tr> <tr> <td data-bbox="245 891 603 958">Sarah Thomas</td> <td data-bbox="603 891 1018 958">Careers Advice &amp; Guidance</td> <td data-bbox="1018 891 1401 958">Sharon Cousins Director of Student Services</td> </tr> <tr> <td data-bbox="245 958 603 1025">Irfan Umarji</td> <td data-bbox="603 958 1018 1025">Finance &amp; Estates</td> <td data-bbox="1018 958 1401 1025">Judith Abbott, COO</td> </tr> </tbody> </table>	Link Governor	Link Governor Role	College Link	Femi Olatidoye	Organisational culture	Mellisa Gomez Director of HR & OD	Danny Ridgeway	Behaviours and Attitudes	Pele Mobaolorunduro Director of Service Industries	Danny Ridgeway	Apprenticeships and industry alignment	Steve Lee Director of Apprenticeship	Geoffrey Makstutis / Joanne Roxburgh	Linkage from LSIP to learning	Jo Germani Head of TLA	Joanne Roxburgh	Mentoring from Teacher to outside the classroom	Michael Burgoyne Vice Principal, Quality	Sarah Thomas	Careers Advice & Guidance	Sharon Cousins Director of Student Services	Irfan Umarji	Finance & Estates	Judith Abbott, COO
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7.	<p><b>Principal's Report</b></p> <p>The Board noted the following pertinent points:</p> <ul style="list-style-type: none"> <li>▪ The College is going through a Quality Standards Review (QSR) process that is being undertaken by Quality Assurance Agency for Higher Education (QAA), a body that will be wound up by March 2023. The College will submit a Provider Submission on 28 October, covering detailed policies, procedures and academic regulations, following which we will be subject to a detailed audit in January 2023. The continued support of the HE Oversight Board will be an important and visible sign of governance involvement.</li> <li>▪ The College await details on the temporary energy relief announcement by the Chancellor (terms, eligibility, and value).</li> <li>▪ ONS Classification Review is due to report on the classification of FE Colleges on 31st October. There are a range of possible outcomes, from retention of the status quo to the sector passing into the public sector.</li> <li>▪ There is a positive feeling across the College following the Ofsted inspection. 6½ years is a long time to have no external validation of the quality of the education we provide.</li> </ul> <p>The Board commended the Principal and the Executive team on achieving a positive Ofsted inspection outcome.</p>																								
8.	<p><b>CURRICULUM &amp; QUALITY:</b></p> <p><b>a. Provisional Ofsted Inspection Update 04.10.2022</b></p> <p>The Deputy Principal gave the board an overview of the OFTSED inspection visit, feedback on aspect and key judgements. The board were also made aware a finalised version of the report will be communicated to governors after the College has received the final OFSTED report, post moderation and quality assurance.</p> <p>Governors noted with pleasure the very positive Ofsted inspection outcome and commended the lead nominees in the work undertaken in reaching this exceptional result.</p>																								

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	<p><b>b. Enrolment Position Update</b></p> <p>The Board received an overview of the enrolment activities of the College for this academic year. The report covered 16-18 and adult activity, noting the following pertinent points:</p> <ul style="list-style-type: none"> <li>▪ The recruitment of 16-18s this academic year has improved.</li> <li>▪ The College is unlikely to make 2,000 enrolments but has achieved a reversal in the year-on-year decline in 16-18s seen over the previous 5 years+.</li> <li>▪ Adult enrolment has also been buoyant this year. In a similar fashion to young enrolment, adults have exceeded learner volumes from that of the previous year.</li> <li>▪ 16-18 learners have increased but have fallen short of the aspirational target set in curriculum planning.</li> </ul> <p>Governors look forward to receiving an analysis of how impactful marketing activities have been, coupled with a review of the overall admissions and enrolment processes.</p>
<p><b>THE EFFECTIVE AND EFFICIENT USE OF RESOURCES, THE SOLVENCY OF THE INSTITUTION &amp; SAFEGUARDING THEIR ASSETS</b></p>	
<p><b>9.</b></p>	<p><b>FINANCE &amp; RESOURCES COMMITTEE BUSINESS: Finance Report - Provisional Outturn 31 July 2022</b></p> <p>The Board were presented with the following noteworthy points:</p> <ol style="list-style-type: none"> <li>a. College EBITDA surplus of £3,333k which is 9.53% of income. This is £243k better than most recent forecast and £1,128k better than budget.</li> <li>b. College operating surplus of £1,572k which is 4.5% of income. This is £267k better than forecast and £1,186k better than budget.</li> <li>c. Year-end cash balance is £13m and 143 cash days</li> <li>d. Income £35m which is £1.3m worse than budget, and £374k worse than July forecast primarily due to shortfall in delivery of AEB.</li> <li>e. As at R13, the College had delivered 93.5% of its AEB contract and has provided in the cash-flow forecast for a claw-back of funding for under-delivery of this and other contracts. Claw-back occurs after R14, usually in December.</li> <li>f. Staff costs are £1.1m better than budget at £17.7m (58% of income generated), in line with forecast.</li> <li>g. Non pay costs are £13.9m which is £1.4m better than budget and £622k better than July forecast, primarily due to release of provisions held in case of income shortfall and capitalisation of some assets purchased against operating budgets.</li> <li>h. Financial Health Ratio: Outstanding 270 points</li> <li>i. All bank covenants have been met</li> </ol> <p>Notwithstanding under-delivery of income (and some further work needs to be done to improve accuracy of income forecasts), this is a strong financial performance with most financial indicators exceeding budget and Outstanding financial health achieved for a second consecutive year.</p> <p>Governors requested for a walkthrough of immediate threats coming over the horizon:</p> <ul style="list-style-type: none"> <li>▪ Earnings before interest, taxes, depreciation, and amortization (EBITDA) is under considerable threat with the new energy utilities bill.</li> </ul>

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	<ul style="list-style-type: none"> <li>▪ Threat around staff pay inflation and recognising the current cost of living crisis is having a greater impact on lower-paid workers. All staff will receive a one off £600 non-consolidated lump sum, rising to £750 for staff earning below £30k.</li> <li>▪ Capital threats, as inflation continues to rise, the delivery of 5 capex programmes.</li> </ul>
<b>GOVERNORS TO NOTE</b>	
10.	<p><b>Meeting Schedule for 2022-2023 @ 6:00pm, East Ham Campus</b> Governors noted the meeting schedule for the remainder of the academic year as follows:</p> <ul style="list-style-type: none"> <li>• 13 December 2022 (Venue: IoT, followed by festive dinner)</li> <li>• 28 March 2023</li> <li>• 25 May 2023 (Annual Board Conference – offsite)</li> <li>• 11 July 2023</li> </ul>
11.	<p><b>Any Other Business</b> None discussed.</p>
12.	<p><b>Learning Revolution Trust (LRT) - Future Options</b> The Board reviewed the future options of the LRT.</p> <p><i>The Board RESOLVED to approve for Judith Abbott, Chief Operating Officer, to be recommended as Chair Designate of LRT, to take up office once the Chair of the Corporation and Chair of LRT resign their positions in the coming months.</i></p>