



**MINUTES – PART 1  
CORPORATION BOARD**

Date: Tuesday 20 July 2021

Venue: 1st Floor Boardroom, East Ham Campus

Time: 6:00pm

<b>Chair</b>	Martin Cumella
<b>Corporation Members</b>	Ammar Mahmoodi, Bobby Seagull, Claire Helman, Danny Ridgeway, David Surdeau, Irfan Umarji, James Beckles, Joanne Roxburgh, Lloyd Johnson, Lorraine Reader, Mubin Ahmed, Pam Rowe, Paul Stephen (Principal), 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 welcomed all in attendance.
2.	<b>Apologies For Absence</b> <ul style="list-style-type: none"> <li>▪ Claire Helman</li> <li>▪ Danny Ridgeway</li> <li>▪ James Beckles</li> <li>▪ Richard Matovu (Student Governor)</li> </ul>
3.	<b>Declaration of Interests</b> <ul style="list-style-type: none"> <li>▪ Martin Cumella in respect of the Learning Revolution Trust</li> </ul>
4.	a. <b>Minutes of the Last Meeting held on 30 March 2021</b> <b><i>RESOLVED: The minutes were Approved as a true and accurate record.</i></b>  b. <b>Matters Arising and Action Points from the Meeting</b> All matters were covered during the meeting.
<b>CORPORATION BUSINESS</b>	
5.	<b>Principal's Report</b> Governors noted the report was a celebration of a difficult year and managing to gain a strong position despite being in a pandemic. The highlights of the year were: <ul style="list-style-type: none"> <li>▪ The College is financially very strong, ending the year with an outstanding financial health score.</li> <li>▪ Caution noted as it is important to look at the detail and not be too congratulatory, as the operational surplus on the balance sheet is very sparse.</li> <li>▪ The College achieved the financial results by undertaking strong recoveries; sustain growth and plan effectively, which have all made a difference.</li> <li>▪ The Skills Accelerator grant decision was very disappointing and the Minister's outcome letter inferred that no London Colleges had been successful.</li> </ul>

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	<ul style="list-style-type: none"> <li>▪ Important curriculum developments were underway in the Barts Health Futures Hub.</li> </ul> <p>Priorities for next year are as follows:</p> <ul style="list-style-type: none"> <li>▪ Increase 16-18 recruitment and retention – we need to reverse the decline in 16-18 numbers against growing demographic trends within the borough;</li> <li>▪ A collective whole College focus on English &amp; Maths to improve achievement rates;</li> <li>▪ Continue to improve areas of under-performance;</li> <li>▪ Improve our students’ experience of College, reducing attrition rates within 42 days, engaging more learners, with better learner spaces, resources and a range of extra-curricular activities;</li> <li>▪ Improving our processes, work flows and systems to improve overall efficiency in the College</li> <li>▪ Increase our operational surplus;</li> <li>▪ Develop our collective FE literacy, developing a deeper knowledge base and understanding of our finances, compliance requirements, audit requirements, direction of travel and our corporate culture;</li> <li>▪ Build momentum for IOT launch in 2022/3; and</li> <li>▪ Raise our reputation, supported by the launch at the end of next term of our Corporate Plan, following internal and external consultation.</li> </ul> <p>The Chair noted the slight slippage in achievement levels, which seems to be adult skills. The Deputy Principal advised that entry level and ESOL students are the groups that suffer most with digital poverty.</p>
6.	<p><b>Key Performance Indicators (KPIs) Report</b></p> <p>Governors noted the following pertinent points:</p> <ul style="list-style-type: none"> <li>▪ Performance year to date on both operational targets and the targets agreed with the Board in December demonstrates how the College has used the pandemic to pivot the college from a pre-Covid to post-Covid world.</li> <li>▪ The College has made good progress against both strategic and operational KPIs. Fully integrating blended, face to face and remote learning; and building a curriculum designed to alleviate the economic stress caused by the pandemic are both works in progress, but the college has made a robust start in responding to both agendas and assessing impact.</li> <li>▪ On operational KPIs, there has been strong performance on most of the quality, financial and infrastructure targets. Projected achievement rates have softened slightly against last year, which whilst disappointing, is considered reasonable in the context of a highly disrupted year. collaboration was key for the College, however, performance challenges with providers have been reported i.e. funding issues.</li> <li>▪ Student attendance is good, with an ambitious target set, primarily as 16-18 cohort attendance is a key driver.</li> <li>▪ 450 learners have progressed onto the next level at College and prior to the summer break 400 offers were made to new 16-18 applicants. Applications are higher than last year and the year before, this is a cautiously optimistic position for the September start. The next steps are to identify and support any learners at risk throughout their learning, and in particular for the first 42 days.</li> </ul>

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	<ul style="list-style-type: none"> <li>▪ The College's market share is increasing; study programmes are being re-established; English and maths needs undivided attention, with functional skills being at the top of the agenda for the next academic year. Predicted achievements are looking optimistic and predicting 90% overall achievement, with 16-18 year old achievements largely comparable to last year.</li> <li>▪ Going forward apprenticeships will form part of the main KPI reporting to governors.</li> </ul> <p>Chair was pleased to note the 16-18 progression rate is a good news story. It was also very pleasing to note the College has been imaginative with the achievements during this very difficult year.</p>
<b>THE EFFECTIVE AND EFFICIENT USE OF RESOURCES, THE SOLVENCY OF THE INSTITUTION &amp; SAFEGUARDING THEIR ASSETS</b>	
7.	<p><b>FINANCE &amp; RESOURCES COMMITTEE BUSINESS:</b> It was noted that all items were discussed and recommended for approval by the Finance &amp; Resources Committee (FRC) held on 6 July 2021.</p> <p><b>a. Draft Budget 2021-2022</b> The draft budget was thoroughly scrutinised by FRC. All targets set out in March will be met, noting the proposed budget for 2021/22 delivers:</p> <ul style="list-style-type: none"> <li>• EBITDA Surplus £2,205k, 6% of income</li> <li>• Adjusted operating surplus (excluding pensions adjustment) £450k, 1% of income</li> <li>• 99 Cash days at balance sheet date</li> <li>• Income £36.8 million</li> <li>• Bank covenants all met</li> <li>• Good financial health</li> </ul> <p>The Chair of FRC advised this was a prudent and realistic position, with added top line growth which is very helpful. <b>RESOLVED: The Corporation Board approved the draft budget 2021-2022</b></p> <p><b>b. Draft Capital Budget 2021-2022</b> The draft budget was thoroughly scrutinised by FRC, members who came on the tour will recognise some of the items on the list:</p> <p>One of the reasons given by Lloyds Bank for rejecting the College's request for additional loan funding in 2020 was the poor condition of its estate which the Bank perceived as a risk to sustainability of the College.</p> <p><b>c.</b> As previously advised, 82% of the estate is in Category C condition and much of the IT hardware is at the end of its economic life. The campuses offer little in the way of positive student experiences and the flagship T Levels programmes need to be delivered in fit for purpose teaching spaces. There are many competing priorities for limited capital and it will take several years to catch up on backlogs due to historical under-investment.</p> <p><b>d.</b> It is proposed to commit a £1.2 million budget to addressing these various priorities. Given other commitments to match fund capital grant applications, this is the maximum the College can spend while protecting its other targets of Good financial health and cash days in hand. <b>RESOLVED: The Corporation Board approved the draft capital budget 2021-2022</b></p> <p><b>e. Financial Plan 2021-2022 to 2022-2023</b> Governors noted the following pertinent points: The ESFA's introduction of the new integrated College Financial Forecast Return spreadsheet to be submitted in July, colleges are once again required to submit a 2-year forward plan.</p>

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	<p>Based on the assumptions in the Plan, for 2022/23, the College is forecasting an adjusted operating surplus of £450k and education-specific EBITDA of £2,457k (ie excluding pension adjustments) and Good financial health.</p> <p>The Chair noted after two years of large deficits, the performance through the pandemic has been magnificent and now rebuilding its financial resilience. The Chair commended the Principal and his executive team for this excellent achievement.</p> <p>f. <b>Sub-Contractor Fees and Charges Policy 2021-2022</b> Governors thorough reviewed the policy and noted the College proposes to continue its long-term sub-contracting arrangements with A1Sports for 16-19 learners, subject to due diligence and contract. <b>RESOLVED: The Corporation approved the sub-contractors fees and charges policy 2021-22.</b></p> <p>g. <b>Institute of Technology Position Update</b> Governors noted the pertinent points:</p> <ul style="list-style-type: none"> <li>▪ Progress on entering into contract has been slower than expected. DfE has been distracted by the award of Round 2 IoT projects, leading to delayed feedback on the London City IoT contracts and the raising of material new matters weeks or even months after final proposals had been submitted.</li> <li>▪ Only one significant issue remains outstanding – the terms of the legal charge. The legal charge risk is low probability but very high impact. We are seeking to limit the circumstances in which the charge can be triggered, and the total quantum involved, but this is a risk that we will need to accept and manage if we are to secure the IoT status and funding. FRC will continue to closely monitor and review the status of this risk.</li> </ul> <p>h. <b>Draft Minutes Finance &amp; Resources Committee 06-07-2021</b> Governors were signposted to Sharepoint.</p>
8.	<p><b>AUDIT &amp; RISK COMMITTEE BUSINESS:</b> It was noted that all items were discussed and recommended for approval by the Finance &amp; Resources Committee (FRC) held on 6 July 2021.</p> <p>a. <b>Internal Audit Plan 2021-2022</b> <b>RESOLVED</b> <i>Governors reviewed and approved the internal audit plan 2021-22</i></p> <p><b>External Audit Plan Year ending 31 July 2021</b> <b>RESOLVED</b> <i>Governors reviewed and approved the external audit plan year ending 31 July 2021</i></p> <p>b. <b>Updated Financial Rules of Business</b> <b>RESOLVED</b> <i>Governors reviewed and approved the updated Financial Rules of Business</i></p> <p>c. <b>Risk Register Update</b> Governors reviewed and noted the risk register update.</p> <p>d. <b>Safeguarding &amp; Prevent Update</b> Governors reviewed and noted the safeguarding and prevent update.</p> <p>e. <b>Draft Minutes Audit &amp; Risk Committee 22-07-2021</b> Governors were signposted to Sharepoint.</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</b>	
9.	<p><b>CURRICULUM &amp; QUALITY:</b></p> <p>a. <b>QDP Learner Voice Term 2 Lockdown Results</b> Governors reviewed and noted the QDP learner voice term 2 lockdown results and commended all staff for having a positive impact on the students.</p> <p>b. <b>Draft Minutes Curriculum &amp; Quality Committee 22-07-2021</b> Governors were signposted to Sharepoint.</p>
<b>GOVERNORS TO NOTE</b>	
10.	<p><b>Meeting Schedule for 2021-2022 @ 6:00pm</b> Governors noted the dates of the forthcoming meeting dates as follows:</p> <ul style="list-style-type: none"> <li>• 19 October 2021</li> <li>• 14 December 2021</li> <li>• 22 March 2022</li> <li>• 19 July 2022</li> </ul>
11.	<p><b>Any Other Business</b> None discussed.</p>
<b>Students and Staff Officers were asked to leave for Part 2 of the confidential meeting</b>	