



**Part 1 Minutes of the Meeting of the Governing Body Held on 23 March 2021 at 6.15pm via MS Teams/in Oak 122**

**Present**

Gideon Schulman (Chair) (GS)  
 Terry Butland (Vice Chair) (TB)  
 Sarbdip Noonan (Principal) (SN)  
 Sundeep Bhandari (SB)  
 Ramya Vadivel (RV)  
 Jan Doust (JD)  
 Kate Parsley (KP)  
 Jean Lammiman (JL)  
 Viresh Paul (VP)  
 Simon Radford (SiR)  
 Shameem Rahman (ShR)  
 Carlton Downie (CD)  
 Ramin Hashemian (RH)  
 Amiah Ebanks Hutton (AEH)  
 Azita Obayidi (AO)  
 Caros Ibrahim (CI)

**In Attendance**

Bob Pattni (DP Finance and Planning) (BP)  
 Joanna Swindells (VP Curriculum and Quality) (JS)  
 Naomi Shoffman (Director of Governance)(NS)

**1. Chair's Opening Remarks and report of any Chairs Action taken since the last meeting:**

The Chair welcomed all to the meeting and confirmed everyone was able to hear each other.

**2. Apologies for Absence**

Apologies for lateness were received from KP and JL.

**3. Declaration of Interests**

JL declared an interest as she has the portfolio for adult learning. TB and GS in item 13

**4. Minutes of the meeting held on 15 December 2020**

These were accepted as a true record

**5. Matters Arising not on the Agenda**

There were no matters arising.

**6. Principal's Report**

**i. The Principal's Report**

SN said she would take her report as being read. She said she felt very optimistic about the future of the college and it had been brilliant to see staff and students returning to the campus. This week 65% of students are back on campus which has presented challenges around staff sickness,

absence, huge volumes of mass testing and getting students to do their work and complete assignments. Student achievement is on an upward trajectory, there is significant capital investment planned and finances are going well. Every member of the academic staff is fully utilised and on the business side teams have streamlined processes and made both cost savings and efficiencies.

SN then highlighted the following from her report:

- The radical modifications made by the College to how teaching, learning and assessment is delivered to our students. The needs of each cohort of student are assessed and modes of delivery are adapted and varied accordingly
- 87% of students agree teaching online is good and is a positive experience
- The achievement rates table shows the headline achievement is improving. The college improve one year and consolidates the improvement the following year. The achievement rates have increased by 14 percentage points in the last five years.
- Retention is high – the rationale for measuring in year retention is that it helps to correlates with achievement rates. If students are retained, then they should achieve.
- An explanation on how student engagement is measured and the variety of ways to look at this in terms of attendance.
- Student recruitment in terms of the potential of number of progressing students year 1 to 2 is paramount. The maximum number of student should be retained and progressed into year 2, this will achieve almost half our recruitment target for the next year.
- All marketing activities and channel of communications are ongoing.
- Attendance at parents evening has improved considerably since they have been held online so we will continue to carry out parents evenings remotely.
- Further to the Union challenging online observations and the recording of them the College has now agreed criteria for these observations as a way forward.
- The ESFA target number has grown for the last academic year, and so because of lagged funding we will get a higher allocation next year; next year's target is 1548 allocation. The recruitment target for 2020/21 was 1,471 places for 16 – 18-year-olds allocated by the ESFA, and we have secured 1,548 student places, a 5% increase from the previous year.
- The DfE has announced that Stanmore will be one of 16 colleges to be invested in as part of the Condition Capital Funding. This is a brilliant achievement but we don't know the amount yet.
- The table showing target growth and overall contract value is based on the January accounts, the February 2021 outturn is even better.
- The College was featured in an FE weekly article about mass testing; it was a very positive article about the College.

TB congratulated SN and the staff on the splendid performance across a range of fronts. He asked in terms of mass testing - what happens if students refuse to have a test. BP explained the process and that tests are carried out on a consent basis. There has been almost a 99% acceptance in terms of consent as usually refusal is based on a medical condition. These students are asked to comply in other ways, with temperature checks, hand sanitising and wearing masks.

SB congratulated the staff on the parents evening increased attendance

#### **i. Business Continuity Plan (BCP) update**

SN spoke to the BCP with all the updates highlighted in yellow. The College has moved from 35% to 65% of students on campus this week and as reported earlier it has been a struggle and a challenge, for instance it's been difficult to get agency staff cover for staff absence, and there have been some other issues which we are learning from. It was important to trial the system this side

of the Easter break to see if anything needs a tweak for the new term. With the mass testing to date there has only been 1 positive test.

AEH asked about the Covid testing and as people are testing themselves, if they haven't swabbed properly how can we be sure they are doing it properly and we are getting correct results? SN said the College is following government guidance and that we cannot get anyone in to take the swabs. BP said that staff and students are supervised on site when they are doing the swabs and everyone still needs to sanitize hands and wear masks. BP reiterated that the College is doing everything it can to educate people to take the test properly.

ShR asked in terms of problems around agency staff, how many preferred suppliers does the College have. SN responded that it is difficult to get agency staff for maths and English as every College wants them at the moment. Where possible we use expertise in the college but all staff are fully utilized. JS said we are also deploying some students' services staff to help support lessons.

RV asked whether the College has explored recorded delivery and SN responded that this is already being done some of the time, but if the teacher is sick then clearly the session cannot be recorded, so that's where the gaps are. Going forward all lessons need to be recorded so they can be reviewed by students in their own time, so currently we are putting in place policies and procedures around recording lessons and availability. TB commented that in Universities recording lectures and sessions is very common, so this is definitely something that will grow. SN said that it is essential that staff understand that recording sessions is for the benefit of the learners to catch up in their own time.

## **NOTED**

### **THE PRINCIPAL'S REPORT AND THE BUSINESS CONTINUITY PLAN UPDATE**

#### **7. Key Performance Indicators**

SN spoke to the KPI report. The report presented to this meeting is from February which has since been superseded with the March report and SN reported on those Key Changes as follows:

- Overall College Attendance Rate at the end of March is 84.73% against a target of 85%
- Overall College Punctuality at the end of March is 94.39% against a target of 90%
- Number of 2020/21 learner applications for 16-18 is 539 & 19+ is 254
- ESFA 16-18 Enrolment Target is 1471 at the end of March our 16-18 funded headcount is 1548, that's an increase of 77 over our allocation
- ESFA 16-18 Funding allocation is £7,682,780 at the end of March our 16-18 funding is £8,285,412.
- ESFA 19+ & GLA Target is 2000 enrolments (900 heads) at the end of March our 19+/GLA enrolment is 2097 (874 heads)
- ESFA & GLA Funding Target is £1,719,658 at the end of March its £1,566,719.
- ESFA ER Apprenticeship Funding Target is £80,000 at the end of March our apprenticeship funding is £100,604.
- ESFA 19+ Loan funding Target is £300,510, our income at the end of March is £175,646
- Key Financial Indicators are RAG rated Outstanding, and the Forecast Surplus is £70k, staff cost/cash ratio 66.74% for the end of February- this is slightly higher because of agency cover and staff recruited for mass testing. Currently the College is delivering £600k of provision which is not funded but will be in for the next academic year.

SN concluded saying that all the KPI's are moving in the right direction and that she would circulate the March reports after the meeting.

RV asked in terms of student engagement whether students are asked questions about the session to see how they are doing and SN confirmed that this is done.

## **NOTED**

**KPI's****8. Progress against the Strategic Operational plan**

SN spoke to the report advising that at the top are the key areas for improvement which are then cross referenced. Some areas have a more detailed action plan sitting beneath it. Current progress against all targets is good both in terms of academic and financial performance. All updates since the last report are highlighted in yellow.

TB said that this was a very useful document and it was good to see the new courses which fit well with the strategy discussion and that the College are engaged in kick-start; he said that he detected under HE that there are some possible problems with UWL and asked if the Exec would expand on that? SN explained that the problem is around the funding rates, as UWL want to charge us a fee for administering the loans to students as we are not part of HEFCE. So it's a financial issue which is being negotiated.

**NOTED****PROGRESS MADE TO DATE ON THE STRATEGIC OPERATIONAL PLAN 2020/21****9i. Draft minutes & verbal summary of the Curriculum & Quality Committee meeting on 9 February 2021**

TB reported that the Committee had a very good meeting and highlighted the following

- There was a good discussion with the student governors about the online learning experience, and areas of concern in terms of assessment deadlines, practical classes and mental health issues
- Attendance has improved as a lot has been done to engage students online which seems to be a benefit of Covid 109.
- Student retention very good as previously reported
- The mid-term TLA and CPD report showed very good and high levels of students satisfaction
- The safeguarding report was good with no issues arising from Covid
- The EDI report showed that the College is in a good position, with some anomalies, though nothing of major concern

**ii. Approval of Complaints Policy**

The Board considered the relatively small changes to the Complaints Policy which the Curriculum & Quality Committee had recommended to the Board for approval

**APPROVED****THE COLLEGE'S COMPLAINTS POLICY****NOTED****REPORT OF THE CURRICULUM & QUALITY COMMITTEE****10. i. Draft minutes & verbal summary of the Audit Committee meeting on 2 March 2021**

SB reported that the majority of the items considered at the meeting follow as substantive items. All reports considered by the Committee were good and where appropriate recommended to the Board for approval. SB expanded on the following points discussed at the meeting:

- The update on the mass testing and the logistics and metrics and metrics involved
- The satisfactory results in KPI's
- The increasing cash balance and how the funds are invested.
- The Risk Register was reviewed, and all agreed it was a very useful document with the IAS confirming it was a very good model. The Committee agreed the need to discuss the risks even

when they are green.

- The Committee had agreed to defer the audit tender process for 12 months as this is not the right time to start working with new auditors.

## ii. Risk Register review – February 2021

The Risk Register which had been seen recently by all committees was received and noted.

### NOTED

- **REPORT OF THE AUDIT COMMITTEE**
- **RISK REGISTER REVIEW – FEBRUARY 2021**

## 11. i. Draft minutes & verbal summary of the Resources Committee meeting on 9 March 2021

VP reported that the Resources Committee had:

- considered and discussed Many of the items on this agenda
- acknowledged the hard work of the staff in the current environment
- considered the HR report and discussed efforts the College is making to recruit younger staff given the ageing workforce
- discussed the January Management accounts which although good the February accounts on this agenda show a better picture
- Discussed the possibility of the College making a insurance claim for loss of business due to Covid -19. BP explained that he is in the process of putting the College's case together but there is no guarantee we will get it. The basis of the claim is that the College was not able to recruit apprentices or the L3 loan learners last year or this. Any pay-out will only be included in the accounts once the money is received
- Taken comfort that the College had received income of £32k for mass testing being carried

The remainder of the matters discussed and recommendations made to the Board follow as substantive items

## ii. Management Accounts for the Period ended 28 February 2021

BP summarised the February accounts saying that they show an improving picture, with a forecast year end surplus of £98k. This is a pleasing set of figures and, despite the under funding for additional learners we are still managing our resources well and expect to improve further.

## iii. Monitoring Report

BP presented the Monitoring report and highlighted the following:

- In relation to the Financial Performance of the 5 financial KPI's, 2 are on profile with the Current Ratio, Pay/Income % and the Diversity of Income % being below profile; The College's Financial Health remains 'Outstanding'; • Bank Covenants are being met; • The College remains a Going Concern for the next 12 months.
- In respect to actual performance against targets for each student category as at 31 December:
  - 16-18 Student Target £7.683m Forecast £8.285m +£602k Exceeding Target
  - 19+ ASB Student Target £1.779m Actual £1.556m -£223k Below Target
  - Apprenticeships £80k Actual £100.2k +£20.2k Exceeding Target
  - 19+ Level 3 Loan Students £301k Actual £227.6k -£73.4k Below Target
  - HE Students £80k Actual £80k +£0k Meeting Target
- The potential outcomes for the financial operating position to 31st July 2021:
  - Best Case would deliver a £150k surplus
  - Worst Case would deliver a £40k surplus
  - Likely Case would deliver a £98k surplus

- The critical cost pressures for non-pay are Estates (mass Covid testing, PPE, security) exam costs and for pay, teaching, agency and VHL costs.

#### **iv. Property Strategy – Update of Discussion with the DfE for T-Level and Capital Condition Funding**

BP spoke to the report. As the Board has already heard the College is being selected by the DfE for refurbishment. As previously agreed £50k was provided for to engage a firm to put a property strategy together. This has also been approved by the Capital funding team. The Resources Committee had decided that it would be sensible at this stage to only expend a limited amount of capital to enable the T Levels to go ahead and after that we will be able to claim more funding.

SN commented that we are still waiting for official announcement re the refurbishment to be made in parliament.

TB asked for clarification on the costs involved and how much is being proposed to spend in advance of September with T Levels in mind. BP said it is difficult to give a precise answer to the question; the commitment in the bid is £495k from the College and £495k from DfE so it won't be any more than that. However it has been agreed with the DfE that we will spend the absolute minimum to ensure the two T Level pathways can progress. The directive was to go ahead with that spend. Once the property consultants have given an indication of what can be done we will have a cost indication and a proposal will go to the Resources Committee and the Board for approval before anything is spent. The cost of the property strategy which actually was only £25k will be recoverable. The capital budget will be used at the moment for T Level delivery. The DfE have also awarded an additional £97k for equipment and resources for T levels. SN observed that the College is struggling at the moment to recruit on T Levels courses as not many people know or understand what these new qualifications are. To address that the College has out a video on the website explaining what they are.

#### **NOTED**

- i. REPORT OF THE RESOURCES COMMITTEE**
- ii. MANAGEMENT ACCOUNTS UP TO 28 February 2021**
- iii. MONITORING REPORT**
- iv. PROPERTY STRATEGY UPDATE**

#### **12. i. Proposed Meetings Dates and Annual Business Cycle**

The Board considered and agreed the proposed Meetings Dates and Annual Business Cycle for 2021/22.

#### **ii. Governance Handbook and Governance Policies**

NS advised that further to the Board's request that all the Governance Statutory and Sector Guidance, Policies and Procedures be combined into a Governance handbook for ease of reference. As a first step the contents list which was discussed at the strategy day has been presented to this meeting for final approval subject to any agreed revisions. Once the contents list has been approved the handbook will be populated with the referenced documents some of which will need updating.

NS drew the Board's attention to the following three policies which are included in the contents list and will require approval as these are new to the College

1. Senior Postholder Grievance Policy
2. Senior Postholder Disciplinary Policy
3. Complaints against the Board

These are model policies drafted by Irwin Mitchell for the AoC which are widely used in the sector. The policies have yet to go through the College's consultation process so will be presented to the next Board meeting for final approval.

## **APPROVED**

### **I. THE PROPOSED MEETINGS DATES AND ANNUAL BUSINESS CYCLE FOR 2020/21**

### **II. GOVERNANCE HANDBOOK CONTENTS LIST**

## **NOTED**

### **DRAFT GOVERNANCE POLICIES**

#### **13. Governance**

##### **i. Chair's Report of the Governance Committee meeting 23 March 2021**

The Chair reported that the Governance Committee had discussed:

- The resignation and forthcoming changes on the Board, which will mean a considerable gap in the membership of the Resources Committee
- There is a need for a new Chair of the Resources Committee and potential candidates were identified. VP would have a discussion with them in the first instance.
- The fact that if re-appointed for a further term of office (see next item), TB wishes to stand down as Vice Chair of the Board and Chair of the Curriculum & Quality Committee in order to give other members the opportunity to take on these roles. It was agreed that GS and TB would discuss options with various individuals who may be willing to take on these roles.
- Considered the CV of an applicant to be a Governor and agreed to invite her for interview after Easter.

##### **ii. Resignations/Re-appointment of Governors**

NS advised that Gideon Schulman's term of office ends in May and Terry Butland's in July. As they are the Chair and Vice Chair respectively, the Governance Committee were asked to recommend the re-appointment of each member on the respective expiry dates, to this meeting, in order to ensure continuity of service. The Committee agreed to recommend that both members be re-appointed for a further 4 year term of office.

## **APPROVED**

### **I. THE RE- APPOINTMENT OF GIDEON SCHULMAN AS A MEMBER OF THE GOVERNING BODY FOR A FURTHER 4 YEARS UNTIL 31 JULY 2025**

### **II. THE RE- APPOINTMENT OF TERRY BUTLAND AS A MEMBER OF THE GOVERNING BODY FOR A FURTHER 4 YEARS UNTIL 31 JULY 2025**

## **NOTED**

### **REPORT OF THE GOVERNANCE COMMITTEE**

#### **14. Link Governors not yet reported to the Governance Committee**

NS reminded the Board that the revised Link governors' allocation were agreed at the strategy day and the need to move this forward was discussed. JL reported that she and JS were due to have a link meeting later in the week.

#### **15. Any other Business**

NS thanked everyone for the kind gift and the support afforded her by all the governors. All present responded in turn that they had enjoyed working with her. GS said NS would be welcomed back anytime and thanked her for all the work and effort she has put in over the years.

**16. Meeting Review and Evaluation**

GS asked each member in turn if they wished to provide any feedback, observations etc. the responses are summarised below:

- The meeting was well run
- The Governors all expressed their thanks to the staff for their continued efforts and hard work in support of the College.
- Good clear reports
- Useful meeting compared to strategy day (from a new Governor)
- IT worked well
- An insightful meeting

NS said she will be sending out the evaluation forms following the meeting for members to complete.

**Any Other Business****17. Date of next meeting – Tuesday 6<sup>th</sup> July 2021**

**Meeting ended at 7.55pm**

**Signed**

Chair

Date

**Action Points**

<b>Item</b>	<b>Action</b>	<b>Responsible</b>	<b>Deadline</b>	<b>Completed</b>
11,IV	Property Strategy to next Resources Committee and Board	BP	June /July 2021	
12.II	SPH Policies to next Governance and Board following consultation	RH/SN/BP/JS	June /July 2021	