



**Minutes of the Meeting of the Corporation, held on Monday 21 September 2020,
10.00am via Microsoft Teams**

Present:	Mark Farrar (Chair) Mark Bass (Vice Chair) Yvonne Kelly (Principal/CEO) Forhad Altafi (Staff Governor)
	Andrew Brown Evelyn Carpenter Lisa Dee Carole Ditty Stuart Fraser Sarkis Mazmanian Stephen Mizen (Student Governor) Bal Panesar
	Doug Trengove (Staff Governor)
In attendance:	Wijay Pitumpe (Chief Finance & Enterprise Officer) Veronica Anthony-David (Chief Transformation Officer) Andreas Galatoulas (Chief Technology and Innovation Officer) Joy Kettle (Chief Operating Officer) Jason Turton (Assistant Principal Creative Construction & Engineering Technologies)
	Debbie Waller (EA to Principal/CEO) in attendance for Victoria Eastwood (Chief Governance Officer)

In the absence of the Chief Governance Officer, the Corporation nominated the EA to the Principal/CEO to take the Minutes of the meeting.

1.	Welcome and apologies for absence Apologies for absence were received from the Chief Governance Officer.
2.	Declarations of Interest Governors were reminded of their responsibility to declare an interest in relation to specific items on the Agenda if appropriate. None were anticipated.
3.	Minutes of the Previous Meeting of the Corporation – Monday 27 July 2020 The Minutes of the Meeting held on Monday 27 July 2020 were agreed as a true and accurate record.
4.	Matters arising Black Leadership Group – Addressing systematic racism in FE – Ten Proposals The Chair advised he had received a letter from a group of FE leaders concerning the need to address systematic racism in FE. The open letter had also been sent to the PM & Secretary of State for Education. The group are seeking to work in partnership with sector colleagues to address the challenges in the letter and call for action on the 10 proposals on Curriculum; Culture; Climate & Communications. The Principal/CEO advised she did not sign the letter as she had concerns about the approach taken and made her views clear along with a few other principals. The AoC & ETF are aware and are on board but some areas will kick back against the 10 proposals e.g. Ofsted & FE Commissioners Office etc. The Chair advised the group are now looking for Board members to sign up across the

country. **The Chair will share the letter with the Board and this item will be discussed at the next meeting.**

An update on outstanding actions from the July Corporation was provided:

Agenda Item	Action	Responsibility	Timescale	Update
C/f	Broadway Subsidiary Board Meeting to be convened after the summer period.	CFEO/CGO	August 2020	Completed
C/f	Simplification Strategy to be discussed at the August Corporation Meeting.	CGO	August 2020	Completed
6.	Nominal 1% pay award to be included in the budget.	CFEO	ASAP	Completed
6.	Detail of in-year Covid-19 spend, estimate of what may be needed in the next year including any income to be provided.	CFEO	ASAP	To be included for October Meeting
6.	Other expenditure detail for admin and central services to be provided.	CFEO	ASAP	To be included for October Meeting
6.	Board meeting to be convened during the first half of October 2020 to review budget position.	CGO	ASAP	Completed

There were no further matters arising not covered by the agenda.

5. Chair's Actions

There were no Chair's actions to be discussed.

6.	<p>ELIOT Update</p> <p>The Assistant Principal, Creative Construction & Engineering Technologies (APCCET) gave an update on the key highlights on ELIOT which included:</p> <ul style="list-style-type: none"> • Eliot build update – all classrooms; IT room and Creative Hubs are fully functional. • Curriculum – Digital & Creative; Digital Apprenticeships; Engineering/Construction – aligns with needs of industry with better balance • Curriculum – value added pathways • Updated curriculum numbers • project based learning staffing and research • industry collaboration • special facilities industry • interactive manual • assessment management & replacement programme • Brand & Marketing – www.eliot.ac.uk – microsite now live but work still being progressed on content • Next steps <p>The Chair asked for the latest update on partners and period of opening. The Principal/CEO advised that the workbook has been reset in terms of curriculum and targets which will require DfE approval. The DfE is being updated with progress to date; risk and milestones via monthly monitoring meetings. We are behind Level 4 recruitment targets and are implementing various strategies to increase recruitment including the Innovation Fund. The DfE is running an IoT Employer Engagement virtual event hosted by the Secretary of State on 26 October and they have confirmed they will support some elements of our Marketing plan.</p> <p>Lisa Dee said she is very impressed with the work so far and said there is good synergies and pathways. She will arrange a visit with a group of colleagues with Jason to tour the facilities. Bal Panesar said he had a tour on Friday with the Principal and the facilities are of a top level standard. He asked if the 5-year warranty on the high value equipment has been built into the pricing which was confirmed. Bal said the college needs to look at asset management across the college – equipment deprivation & replacement. The Principal confirmed a meeting to discuss this & resources will take place separately. The Vice Chair (MB) asked when will the IoT governance meetings will reconvene as they had not yet taken place. The Chair agreed the first meeting will need to be set up ASAP especially as we now report to DfE. Stuart Fraser apologised he missed the TSAG Meeting last week and is keen to support the group. APCCET to send Stuart Fraser the minutes & actions from the meeting. Sarkis Mazmanian asked if we had an exact date yet for the launch? The Principal/CEO advised that we will do a number of soft launches for the Cyber Hub and Studio where we have David Bailey, the photographer lined up – until we set a date for the main launch.</p> <p>The APCCET announced BDC applied for, and was selected from over 55 applications as one of 20 colleges which will take part in the first year of the WorldSkills UK Centre of Excellence. The college will select 5 staff members who will be trained in international best practices, as well as digital workshops. The staff will be taught by high performance skills coaches and use the techniques the coaches used to train competitors with students at their college.</p> <p>Agreed: IoT Governance Meeting to reconvene ASAP. APCCET to share actions from TSAG meeting with SF. LD to liaise with APCCET for tour of Eliot.</p>
7.	<p>Coronavirus Leadership & Governance Group Minutes – 3 September 2020</p> <p>The minutes were noted and approved</p> <p>Approved: That the transition and risk plan be approved.</p>
8.	<p>Minutes of the Search & Governance Committee – 4 September 2020</p>

	<p>A discussion took place and it the following recommendations from the Search Committee were noted:</p> <ul style="list-style-type: none"> • Committee meetings to resume for 2020/21 academic year • Corporation & Committee meetings will continue to take place remotely until Christmas • Start time of 4.00pm for meetings agreed • The Principal/CEO will no longer be a member of the Search & Governance Committee but will remain as “in attendance” on a permanent basis • MB will act as designated E&D Governor for interim period until permanent replacement is found. MB to meet with VAD to discuss how we take it forward. <p>Approved: The recommendations of the Search Committee were approved by the Corporation.</p>
<p>9.</p>	<p>People Strategy</p> <p>The CTO gave an update on the People Strategy which included:</p> <ul style="list-style-type: none"> • Why - The challenge - Drivers • How - Link to College’s Mission & Values • Strategic P&OD Goals – what are our goals • How – a human and business approach • What - Strategic Focus Areas & their 3-year plan from 2020 to 2022 • People & OD Excellence • Talent Acquisition • Systems data & analytics • Engagement & Wellbeing • Talent Management • Learning Innovation • KPIs <p>Bal Panesar thanked the CTO for great presentation and asked where is the enabler in terms of support from systems and finance. The CTO confirmed investment is required for some things but initially all will be within existing budget and the restructure is on cost basis.</p> <p>Evelyn Carpenter asked how challenging will the KPIs be to reflect current practice and the process of moving things along. The CTO advised that KPIs are looking at best practice and some will be base line data. Greater understanding of trends in our data is needed to inform SMART & achievable targets that stretch us. Staff & learners need to be seen as our customers – serving the staff by developing them. The end customer is our students. They are the heart of our work.</p> <p>Stuart Fraser asked if the KPIs will be related to the 6 elements? The CTO advised that the KPIs will be finalised by January 2021 as these are just suggestions at the moment, some areas will have 1 x KPI and some will have more.</p> <p>Carole Ditty said the it was an excellent report on strategy and that systems, data and analytics should be simplified for reporting. She then asked how are you going to streamline to regularity bodies and look at most efficient means to reporting to Governing Bodies? The CTO advised that data needs to be easy to access – effective and efficient reporting needs to be simple and accessible. The HR team will be recruiting a Data Analyst who will look at all areas across the college.</p> <p>The Chair asked if the staff engagement system is still being used – The CTO advised not at the present time but they are looking at this.</p> <p>Agreed: That the current position on the strategy be noted.</p>
<p>10.</p>	<p>Principal/CEO’s Update</p> <p>The Principal/CEO gave an update on the return to college transition plan. Risk Assessments are all complete and measures have been put in place. The introduction of bubbles is in place to reduce interaction between learners and staff as well as the use of classrooms during lunchtime. Rotas are in place and curriculum/support staff are</p>

	<p>supervising the bubbles during lunchtime periods. There have been a few issues on behaviour but mostly this is good.</p> <p>Learner recruitment is still ongoing via the online system which has posed a few issues for some students. Reporting is underway to the DfE via daily attendance reports and ESFA weekly meetings. We have a small amount of staff absence and one positive test result at TSA which meant all hair staff & students are now remote working.</p> <p>Approaches - Entry & Level1 are predominately onsite; Levels 2, 3 and above are a hybrid model with practicals and some theory on site but also remote delivery.</p> <p>Stuart Fraser asked how is this affecting our income? The Principal responded that we have a target of 2477 for 16-18, but for September we are shortly behind target. This can be impacted by withdrawals but it will take us until end September to reconcile all enrolments and withdrawals.</p> <p>The Principal advised High Needs has increased to 333 in 2020 but could increase further due to pending EHC plans from local authorities. HE is a concern as we have not achieved our September r but further action is now in place. Apprenticeships is currently below target for August & September. Our main focus is to convert the existing pipeline, address shortfalls and getting commercial agreements signed by the employers.</p> <p>Agreed. The Chair advised that we will look at this in details and review at the Board meeting in October.</p> <p>Evelyn Carpenter suggested the APCCET made contact with BD Sip around Eliot.</p>
<p>11.</p>	<p>Transforming Learning and Learner Experience Report</p> <p>COO gave an update on the 3 key points from the report which are:</p> <p>Outcomes are still incomplete – this is due to 3 reasons</p> <ul style="list-style-type: none"> • delayed assessments ongoing (including placements); • awaiting results from Awarding bodies and • some results still being finalised. The GCSE results have got a good trend over last 3 years – there was a small dip and a deep dive is taking place into this. <p>Catch up priorities – our key focus is on at risk or vulnerable earners</p> <p>Extended Induction – 16-18 year olds started 7 September and adults started on 14 September. The induction programme includes online resources to support teachers and learners and there is a mixture of face to face and remote learning. Every student group has been into the college and met face to face with their tutor and peers. The Plan for the first 6 weeks is to maintain high levels of attendance, retention and learner satisfaction. The Chair stated that this was a very confusing landscape at all levels at the present time. Stuart Fraser asked how we are coping with the disruption to the students from last year? The COO said we are getting to know the students and will need to support learners more this year. Catch up session are taking place. Regarding exams, we know what we are doing but it is just delayed.</p> <p>Agreed: That the current position be noted.</p>
<p>12.</p>	<p>OfS – Bloomsbury Update</p> <p>The Principal advised she has been in contact with Bloomsbury who won their appeal. The remedy hearing took place and the court has recently instructed the OfS to provide a provision decision by 16 October. If the provisional decision is registration subject to conditions, or a refusal decision, then Bloomsbury can make representations to the OfS and the OfS has 14 days to make a final decision. The above deadlines can be extended with agreement of both parties and the OfS has to pay the costs up to and including the hearing.</p> <p>BDC have sent a letter to OfS (via BWB) asking about our application and also about removing us from their website. OfS replied advising they are considering if they can remove this and the process they will take us through. We have asked OfS for a date when they will remove us from the website and which individuals will be sitting on the special decision-making board. Once this information is received, we will then go back to them about the process.</p>

	<p>The Chair advised this item to be added to the next agenda for an update so we can take stock and agree any actions we want to take forward.</p> <p>Agreed: Item to be added to next Board Agenda for an update so we can take stock and agree any actions to take forward</p>
13.	<p>IT Cybersecurity</p> <p>The CTIO gave an update on the mitigation plan which included the process and action in case of a cyberattack.</p> <p>The Chair said it is a risk for all us and particularly the college and asked if we use encryption software. CTIO confirmed this was correct. Carole Ditty said the company she worked for had a cyberattack in March this year and it took a few months to get sorted out but the impact is significant and they have now have a two stage authentication in place. CTIO confirmed BDC information is secured on secured servers.</p> <p>Agreed: That the current position be noted.</p>
14.	<p>Simplification Strategy</p> <p>The CTIO gave a presentation which included our student and staff journey. There are many different versions for Recruitment & Systems currently being used and data is not centralised which is causing issues. The goal of strategy is to simplify the journey for both staff and students. Focus will be on students first then the process</p> <p>Strategic deliverables to improve over next 3 years include:</p> <ul style="list-style-type: none"> • Marketing - brand awareness; improve communication • IT & Engineering – software/hardware review; data cloud; security; data engineering for single student view • Digital Learning – learning innovation; implementation & support of new solutions; measure success of initiatives • Student Engagement – enrolment; student engagement & Welcome area • CIS Data science & Analytics – data visualisation; data science & innovation; single student view; exams and timetabling <p>The Chair said it is a good aspiration to become a Centre of Excellence. The costing must be aligned with the business plan. An update to come to board agenda in 6 months' time. Bal Panesar said there will be a cost impact – but we need to do it and bring internal systems and processes up to the 21st century as we are miles behind.</p> <p>The Principal/CEO asked if we could spend time on this at the next Strategy Day – the Chair agreed</p> <p>Agreed: Progress update to come to back to the Board in 6 months' time. This will be a discussion item at the next strategy day.</p>
15.	<p>GDPR Update</p> <p>To be carried forward to next meeting when the Chief Governance Officer would be in attendance.</p>
16.	<p>AoB</p> <p>The Chair asked if the governors had any feedback on the agenda.</p> <p>Stuart Fraser said the college is making good progress but the key focus must be on the students.</p>
17.	<p>Self-assessment of meeting – VE will pick up with all governors</p>
18.	<p>Date and time of next meeting –</p> <p>Date in October to be agreed ASAP, Note the Chair is on Jury Service from 5 October for minimum of 2 weeks</p>

The Chair thanked all those in attendance for their contributions and the meeting closed at 12.20pm.

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c/f	Detail of in-year Covid-19 spend, estimate of what may be needed in the next year including any income to be provided.	CFEO	ASAP	To be included for October Meeting
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