



**Minutes of the Meeting of the Corporation, held on Thursday 16 July 2020, 12.00pm
via Microsoft Teams**

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| Present: | Mark Farrar (Chair) Mark Bass (Vice Chair) |
| | Yvonne Kelly (Principal/CEO) Forhad Altafi (Staff Governor) Carole Ditty Stuart Fraser Sarkis Mazmanian Bal Panesar |
| | Doug Trengove (Staff Governor) |
| In attendance: | Wijay Pitumpe (Chief Finance & Enterprise Officer) |
| | Victoria Eastwood (Chief Governance Officer) Andreas Galatoulas (Chief Technology & Innovation Officer) Veronica Anthony – David (Chief Transformation Officer) Joy Kettyle - (Chief Operating Officer) |

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| 1. | Welcome and apologies for absence Apologies for absence were received from Stephen Mizen, Andrew Brown, Evelyn Carpenter and Lisa Dee. | | | | |
| 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 – Monday 15 June 2020 including Confidential Minute The Minutes of the Previous Meeting held on Monday 15 June 2020 were agreed as a true and accurate record. The Confidential Minute of the same meeting was also approved. | | | | |
| 4. | Matters arising An update on outstanding actions from the June meeting was provided: | | | | |
| | Agenda Item | Action | Responsibility | Timescale | Update |
| | C/f | The implementation of a document management system be considered. | CFEO/Clerk | ASAP | Ongoing as part of GDPR |
| | C/f | Online training to be completed by all Governors. | All | ASAP | Ongoing |
| | 6. | Short report to help understated the position re remote learning and put it | COO | 7 July 2020 | Included on the Agenda |

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| | this into context should be provided at the July meeting. | | | |
| 7. | The next report to feature detail beyond the current financial year and additional detail on project expenditure. | CFEO | 7 July 2020 | Included |
| 7. | Full report on Subcontracting to be presented at the July Corporation Meeting. | Principal/CEO | 7 July 2020 | Included on the Agenda |

In response to a query from the Chair, the CFEO clarified that the Subsidiary legal name was Hairazors Limited trading as Headjogs.

The Chair encouraged all Governors to complete any outstanding online training and the recently distributed self-assessment forms advising that it was good practice to take stock with regards to self-assessment. The Chair suggested that the ongoing action regarding the document management system be removed from the matters arising actions and dealt with through the GDPR project going forward. This was agreed and updates would be provided as appropriate.

The Vice-Chair and Chair of the Remuneration Committee informed the Corporation that at the Remuneration Committee Meeting held in March 2020, the Committee had discussed the changing role of the Clerk due to increased governance matters, GDPR and re-organising of the College. To represent the increased role and to put it on a par with the Executive Team roles, the Chief Governance Officer title was agreed. This was ratified by the Board but it was acknowledged that this had not been communicated to College members of staff due to Remuneration matters being discussed as a confidential item.

The Chair advised that the relationship between the Chairman, CEO and Clerk/Governance Officer was crucial. There was a lot of work taking place in the sector with ETF in particular regarding the term 'Clerk' and the intention was to try to move with the times. The Vice-Chair added that from his experience attending external courses and events, at least 50% of colleges had moved away from the term 'Clerk.'

The Chair referred to the IoT and the current information available regarding Huawei. The Principal/CEO advised that she had a discussion with Huawei's Director of Europe Academies and their position regarding the education side of Huawei. At present, there was no change as far as they were concerned. The investment for the College was different than with the universities. The issue was whether the College needed to consider some withdrawal from Huawei as a core partner and whether bringing in an additional core partner would be beneficial. It was noted that some changes to the IoT would be required as Saint Gobain were in difficulties and the College was currently in discussion with ISG. Saint Gobain

intended to remain as a partner but not a core partner. The College was approaching AWS to obtain their view on becoming a core partner as they were a sponsor for the cyber hub. Discussion was also taking place with the CTIO regarding digital contacts.

The Chair noted that the position was not out of sight, out of mind. The Principal/CEO added that the ethical approach needed to be considered. The Chair added that ramifications would be worked through at a high level and the Board needed to be conscious of what was going to happen next. It was agreed that this was work in progress for discussion at a future meeting. The Principal/CEO confirmed that an IoT update would be provided at the August Corporation meeting.

Bal Panesar questioned what the alternative options were for core partners and enquired whether the College had received any interest from BT in earlier discussions. The Principal/CEO responded that discussions had taken place with BT regarding telecommunications training but not as part of the IoT.

5. Chair's Actions

The Chair reported that, due to timings, he had been asked to agree submission of the following bids on behalf of the Corporation:

- Bid into the Department for Education (DfE) re D-block capital bid – the Corporation were advised that the bid was subject to agreement of removal of the match funding requirement – if that was not agreed then the bid would be brought to the Corporation for further discussion.
- Smaller bid re the College collaborative fund to develop digital integration. The College would receive a c£26K share of £70K with indirect costs.

Approved: The Corporation endorsed Chair's actions.

6. BDC Strategic Stability Plan

The Principal/CEO reported that the College was now looking forward and the work that had previously taken place had assisted in informing the strategic stability plan. The objective was to achieve targets and perform to achieve a positive outcome. There would be no change to the College's Vision and Mission as these were positioning the College well with regard to the forthcoming White Paper and the current focus on technical education and training. The Principal/CEO advised that the strategic directions would be revisited regarding ambition and goals as these may need to be reset.

The Corporation were informed that there were issues regarding the ceasing of the furlough scheme in the Borough and there would be an increasing amount of unemployment in August. The issue for the GLA was the data being reported was not representative of the real issues.

The Principal/CEO advised that the College was looking at the hardest hit areas through research informing risk analysis and curriculum development which had enabled consideration of new product development. The College was purchasing a tool to enable sight of local labour market information.

The Principal/CEO reported that there had been a big impact with a significant number of learners who had not progressed and there would be a need to adapt the curriculum accordingly. Lower level learners had suffered more than those undertaking higher levels and GCSE resits were a risk with Autumn and January windows. The College was working hard to ensure learners did not become NEET and was focusing on achievement gaps, life chances and the digital agenda. Governors were informed that the 2020/21 allocations was fixed but if the College did not hit its target then there would be a hole in the following year.

The Principal/CEO advised that the College was adapting to the new normal, focusing on the health and wellbeing of staff and a change in focus from teaching to learning. The Government had mandated the GLA to remove the Oyster card for 18-year olds and below which could result in the College having to use the bursary budget and college budget to compensate as there was a risk that this may lock learners into the locality.

Priorities to 2021/22 were T-levels, starting the IoT this year and Brexit. The Principal/CEO advised that the main priority was to restart the new academic year and restart well against so many unknowns and changes. There was a risk that there would be a reticence from learners to attend site and a summer marketing campaign was underway. The College needed to 'reinvent' by continuing ways to package new products and taking into consideration the autumn spending review and FE reform white paper. Moving forward the focus would be on hybrid and blended learning and how to market, communicate and engage. There would also be interesting new opportunities to develop shared services with IT, Finance and wider.

The Principal/CEO stated that it was key at the end of this year/informing next year to position the College to redefine and market its USP's and align with the new direction of travel. The Chief Transformation Officer (CTO) was working on operational efficiency and would continue to restructure and re-align the roles of the future.

The Chair thanked the Principal/CEO for her report and recognised that there was something of a hiatus and unknowns around the College at present. The Vision and Values of the College should not be changing if they were already right. The College must protect learners and the staff, get through this, survive and sustain as an organisation and get back to the future 'new normal.'

Stuart Fraser noted that the report had been very helpful and demonstrated the position by looking at the options in a strategic manner. He asked whether the growing/important areas within the sector would require the College to consider the current curriculum. The Principal/CEO responded that recruitment was being watched in these areas which would be mitigated by progression. The unknown was the new starts. New product development and design was already underway and fifteen new traineeships were being developed. The Principal/CEO advised that collaboration was key and the College needed to build products to ensure they were fit for purpose. Work was taking place with TfL on high level programmes including virtual placements to get ready to transition when the market picked up.

Stuart Fraser stated that 19-24 year olds could be an opportunity for retraining. The Principal/CEO replied that this was about strengthening the relationship with Job Centre plus

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| | <p>and Job Coaches would be positioned in Barking Learning Centre. The College was starting to build on DWP requirements.</p> <p>Bal Panesar stated that the Principal/CEO’s presentation had extensive concept and plans. One of the dominant features was whether it was going to take up to 12 months or 18 months from now before a vaccine was available and the College would need to manage the health of the teachers and the learners. Short courses and retraining of adults was an opportunity but there was an aging population and a shortage in health and social care and the demand would increase. In terms of customer care the primary issue was differentiation in level of customer care and customer service and call handling etc would increase. At present there were not many training facilities for this therefore there was scope for the College to enhance.</p> <p>The Principal/CEO advised that the Chief Technology and Innovation Officer (CTIO) would pick this up in his presentation as he had taken a lead in the digital development of the college and with customer services.</p> <p>Carole Ditty stated that this was a very well considered and comprehensive strategic sustainability plan and agreed that the strategy around looking at the plans with local delivery and partnerships needed to be right. There was the idea of education being borderless in the new normal and Carole asked whether there were opportunities for the College to extend provision. The Principal/CEO responded that the College was reinforcing its Mission and considering weaknesses but the challenge in learning and key development was to get the learning platforms and the approach right. Some of that development was already underway – key initiative in Health and Social Care and some areas in IoT would be pushed out to a wider market.</p> <p>Bal Panesar questioned whether the College had apprenticeships with care homes. The Principal/CEO replied that unsociable hours had previously been an issue. The UFI project was about developing digital skills and tools to support domiciliary workers and one of the objectives was to develop a new training programme. There was a need to target care homes and find a solution that worked for them.</p> <p>The Chair stated that there was a need to keep an eye on strategy but more would be discussed at following meetings. The Chair congratulated the Principal/CEO on the huge amount of work that had taken place and the ongoing activity.</p> <p>Agreed: That the current position be noted.</p> |
| 7. | <p>Financial Sustainability Plan and Forecast 2019/20</p> <p>The Chief Finance and Enterprise Officer (CFEO) advised that the current forecast deficit was £7K lower than the last reported deficit of £1,961K. He highlighted the context the College was operating in, noting that the sector was in difficulties. The Corporation were informed that if the non-cash items were removed, the College had an underlying surplus, in addition to being in line with banking covenants and the financial health was therefore Good. The CFEO advised that FRS102 would not be known until September 2020 but this was not included in the forecast. College is forecasting a cash balance of £4.9 million at the year-end. The College has a £3m revolving credit facility agreed with Barclays which is available</p> |

for another two years. Currently £1m had been drawn down in February, £1m in March, of which £1m has been repaid in June 2020.

Governors were informed that 16-18 and adult funding had now been secured and there would not be any shortfalls. Apprenticeship funding was being monitored and although there had been less redundancies than expected, it was increasingly difficult to meet some of the delivery and therefore the College was likely to see a reduction in income with forecast income estimated at £1.9m. This was a conservative forecast.

The Chair questioned how much of the £1.9m re apprentices was brought in from the prior year. The CFEO replied that the £1.9m balance was forecast as at 31 July 2020. In response to a query from the Chair, the CFEO confirmed that there may be a little more but nothing material. It was agreed that this would be referred to in the next agenda item. The CFEO reported that detail of other non-pay had now been included in the appendix.

The CFEO reported that the IoT was being discussed regularly with the DfE and the capital project was going well. Money was being received in time and deliveries of equipment were happening as required. The Principal/CEO added that the licence would start again from September 2020 and the curriculum plan was being revisited. Targets against KPI'S would go into negotiation with the DfE. The Chair questioned the financial impact of the licence starting from September 2020. The Principal/CEO replied that there was a risk element but the CFEO had been prudent.

It was confirmed that Hairazors had now been wound down and the Section 188 process was taking place. The Chair asked whether the impact would be the same as the forecast. The CFEO responded that the forecast included £29K redundancy costs. The forecast for Broadway had reduced and was better than forecasted due to the job retention grant. In response to a query from the Chair, the CFEO advised that the job retention grant did not have a hugely significant impact on the forecast.

The Vice-Chair stated that the Broadway Board needed to convene as soon as possible after summer to look at the future of the Theatre. This was agreed. The CFEO stated that the College was applying for any funds available for Broadway and had used the contacts provided by Bal Panesar. One grant was not available for colleges but the others were being followed through.

The CFEO reported that the GLA initially would not fund the full grant for F block but subsequently requested to provide a justification to why the college could not find the match fund. This is in progress. An application has been submitted for E block with request for 100% funding from DFE. The outcome would be announced in October.

The Chair noted that the restructuring budget was being retained for the time being and questioned whether this would be utilised. The CFEO responded that some of the budget had already been spent but the College was waiting for the Section 188 process to finish, however, it was estimated that circa £100K saving could be made and this will improve the college's forecast outturn.

The Chair thanked the CFEO for providing a good position of where the College stood financially.

Agreed: That the current position be noted.

Action: Broadway Subsidiary Board Meeting to be convened after the summer period.

8. Budget and Cashflow Forecast 20/21

This Agenda Item was minuted confidentially in accordance with Instrument 17 (2) (d).

Action: The Corporation to reconvene for a one agenda item meeting to discuss the budget based on further detailed requested prior to submission to the ESFA.

9. Learning and Learner Experience Report

The Chair proposed that the Transforming Learning and Learner Experience Report be deferred to the August Corporation meeting. The Chief Operating Officer (COO) advised that the purpose of the report was to provide a flavour of the learner experience and this would be brought back in more detail through the self-assessment process in September. The Chair thanked the COO for a useful report and resolved to return to this topic in September.

Agreed: That the transforming learning and learner experience report be discussed further through the SAR process in September.

10. Subcontracting Report

The Principal/CEO reported there had been no change from the previous year. The College was looking to reduce subcontracting again to ensure 80% of value back in house. Discussion took place on the proposal for 2020/21.

In response to a query from the Chair, the Principal/CEO confirmed that the subcontracting companies currently being used had not been adversely affected by covid-19.. The Corporation were asked for any comments on the Supply Chain Fees & Charging Policy 2020/21. No comments were received and the policy was approved.

Approved: The Corporation approved the Supply Chain Fees & Charging Policy 2020/21 and planned subcontracting for 2020/21.

11. Simplification Strategy

It was agreed that this agenda item would be deferred to the August Corporation Meeting.

Action: Simplification Strategy to be discussed at the August Corporation Meeting.

12 Update from the Audit Committee held on 13 July 2020

The CTO updated the Corporation on the DBS recommendation advising that there were now three outstanding records, two members of staff were on long term sick and the third member of staff was being dealt with through the College's Disciplinary process. A new integrated system was being introduced by September 2020 to address these issues going forward.

The Chair of the Audit Committee advised that the recommendations were on track and the Committee were waiting to hear from the Internal Auditors with a timescale that matched college resources to be able to undertake the learner numbers audit.

The Chair noted that the progress made was good and the monitoring in place was encouraging.

Agreed: That the current position be noted.

13 Freedom of Information Policy

The CGO reported that the policy remained unchanged and, in line with good practice, the policy would be presented annually for approval. The Corporation would be notified if there

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| | <p>were any changes in legislation that would affect the policy. It was noted that the Freedom of Information Policy was available on the College website.</p> <p>Approved: The Freedom of Information Policy was approved for future use.</p> |
| | <p>14 AoB - ESFA Financial Health Assessment The Chair referred to the letter from the ESFA and congratulated the CFEO on the financial health of the College.</p> <p>15 Self-assessment of meeting The CGO advised that this was a new agenda item introduced to improve the current self-assessment process. The Chair stated that the meeting had been constructive but the time available versus the time required needed to be considered as not all agenda items had been discussed. It was agreed that a time allocation for each agenda item would be useful and that if an agenda item was for information then it did not need to be presented. The Vice-Chair suggested that a Board meeting to focus solely on the budget be included in the next business cycle. This was agreed for consideration.</p> <p>Agreed: That the self-assessment feedback be recorded and considered in the governance self-assessment going forward.</p> <p>Date and time of next meeting An additional meeting of the Corporation would be convened in time to discuss the budget before submission to the ESFA by 31 July 2020.</p> |
| | <p>The Chair thanked all those in attendance for their contributions and the meeting closed at 14.15pm.</p> |

| Agenda Item | Action | Responsibility | Timescale | Update |
|-------------|---|----------------|-------------|--------|
| 7. | Broadway Subsidiary Board Meeting to be convened after the summer period. | CFEO/CGO | August 2020 | |
| 8. | The Corporation to reconvene for a one agenda item meeting to discuss the budget based on further detailed requested prior to submission to the ESFA. | CFEO/CGO | July 2020 | |
| 11. | Simplification Strategy to be discussed at the August Corporation Meeting. | CGO | August 2020 | |

Signed.....

Date.....

Mark Farrar (Chair)