



BOARD OF GOVERNORS

Meeting Board of Governors

Date 12 July 2018

Time 15.00 – 17.00

Venue Backstage Centre, Purfleet

Present **Governors**

- | | |
|-------------------|-----------------------|
| Althea Efunshile | Chair |
| Bryan Raven | Vice Chair (by phone) |
| David Pitcher | Principal (P/CEO) |
| Alex Fowles | |
| Catherine Large | |
| Fern Potter | |
| Kim Bromley-Derry | |

- | | |
|----------------------|---------------------------------------|
| In attendance | |
| Felix Adenaike | Interim Vice Principal Finance (VP:F) |
| Elaine Kelt | VP Curriculum and Quality (DCQ) |
| Melissa Drayson | Clerk |

Apologies Claire Paul
Marcus Davey
Jamie Jefferson

Quorum (4) The meeting was quorate throughout

Item **Lead**

1. Preliminary Business

The Chair welcomed governors and staff to the final meeting of the year. A moment was taken to reflect on how far the Board and College had come during the year. Although there was still much to do, governors reflected that the College was now on a far more stable footing.

1.1 Apologies for absence
Apologies were accepted as listed above

1.2 Declarations of interest
There were no new declarations of interest.

1.3 Urgent items of other business
There was one item of other business.

2. Minutes of the meeting on 14 June 2018

2.1 Approval of Minutes

The Minutes, including confidential minutes, of 14 June 2018, were approved as an accurate record.

2.2 Matters arising and outstanding actions

Supporting paper by the Clerk

Progress on all previous actions was noted and updates provided on the following:

14 June, Item 6: The draft script for governors on key curriculum and other selling points for the National College would be circulated for feedback.

VPCQ

14 June, Item 8i: The Chair reported that she planned to meet with CCSkills once the new College Interim Principal and new CCSkills Chief Executive had started in post.

14 June, Item 10ii: The recruitment of Business Development Manager would be going live the following day. The position, along with several others listed in the Principal's report, would be advertised in FE Week and the Guardian. Governors suggested additional Arts recruitment websites and undertook to share the opportunities with their contacts.

Govs

3. Principal and Chief Executive Report

Supporting paper by the Interim Principal

The report was taken as read and the following headlines were noted:

- The ESFA would continue to monitor college finance closely, with monthly meetings with the SLT;
- Level 3 and Level 4 classroom-based recruitment remained a risk. Offers had been made to a number of strong candidates, especially for Level 4. Candidates were being kept warm through engagement days and other contacts. Priorities for 2018-19 were to continue to drive up quality to outstanding, and to ensure high retention.
- Progress with apprenticeship recruitment was positive. The college had recently attended the Society of Ticketing Agents and Retailers (STAR) Annual General Meeting and met with four employers who were interested in taking on apprentices. A visit to a major ticketing company had secured 10 Customer Service apprenticeship starts in late August. Five starts were planned for 1 August, including one local authority, and there were regular enquiries for starts in September.
It was noted that Claire Paul had now become Co-Chair of the Government Apprenticeship Delivery Board.
- A consultant had been engaged with industry and education experience to support the VPCQ in developing schemes of work and learner induction programmes.

- In addition to the Business Development Manager, a number of other new and replacement curriculum and support staff positions were due to be advertised the following day including a Course Leader for FE provision and a Marketing Co-ordinator for the Backstage Centre and the College
- Communications with employers continued, with positive meetings held in Liverpool and Manchester leading to future partnership opportunities and the future development of the first 'spokes'. The work with employers had led to the identification of a series of barriers to employers working with NCCI:
 - Low awareness of the College and its mission
 - Low awareness of the new CVT Apprenticeship Standard and Level 4 offer
 - Lack of understanding of Apprenticeship Funding Routes and costs
 - How would the 20% off the job requirement with apprenticeships work in practice?

These issues would be explored further at the Employer Steering Group due to take place on 26 July.

Governors recommended that the College build a narrative around working successfully with different organisations to show how the model could be applied elsewhere. For example, the experience at one council could easily transfer to other councils.

Governors then discussed other Industry contacts with whom the College might explore apprenticeship and training opportunities.

It was noted that the Graduation event would now take place on the evening of 4 October, and that the Board meeting that day would now be at an earlier time at the Backstage Centre.

4. Whole College Quality KPIs

Supporting paper by the VP Curriculum and Quality

Several KPIs were covered in detail under other items.

Governors noted the number of predicted high grades, including several distinctions, for learners on the classroom-based Level 4 course. The Awarding Body, UAL, had asked to use one learner's work as an exemplar. The issue of retention, which had impaired overall achievement rates, would be a focus of activity for 2018-19.

A review by UAL had been undertaken following which UAL had confirmed satisfaction with the provision and their continued support. This was extremely positive given the difficulties of the previous year.

5. Quality and the Learner Experience

5.1 Updated College Position Statement

Supporting paper by the VP Curriculum and Quality

Governors noted the key areas of the report linking to curriculum and quality in teaching and learning. These included:

- The review and improvement of Individual Learning Plans (ILPs) and focus on completion;
- Development of delivery calendars to ensure consistent and planned delivery of L3 and L4 classroom-based provision; including planned enrichment and work experience. Industry Mentors were being sought to enhance the offer;
- Delivery plans for Customer Service and CVT apprenticeship standards had been developed in parallel and opportunities for joint delivery identified. These would allow apprentices to meet at the Backstage Centre and would provide valuable networking opportunities;
- An Internal Quality Assurer had been appointed to develop materials and standardise quality processes;

Governors discussed the scope to develop projects linked to national and international events, to raise the profile of the College and provide opportunities for students. The ambition to work within schools was also supported, with potential to market the college to school leavers. The possibility of bidding for grant funding to support these activities was raised. The Chair of the Development Committee would assist with this.

F Potter

5.2 Arrangements for College Self-Assessment

Oral report by the VPCQ

Self-assessment would commence over the summer holidays. It was intended that student survey data would be included. Validation of the SAR would be undertaken in October with the possible involvement of governors.

6. Finance, Audit and Risk

6.1 Management accounts and cashflow report – May 2018

Supporting papers by the VP Finance:

Governors discussed the position as at 31 May 2018. This showed an increase in the forecast deficit. The Board sought assurance that all staff were now fully trained in the operation of the Purchase Order system.

The cashflow position remained in line with that previously reported. The rolling cashflow report showed a stable cash position to March 2019. This was based on guaranteed 16-18 income, but variable apprenticeship and Backstage Centre income. Pay costs were currently on the upside due to the recruitment delays but care would be needed to ensure agency staff costs did not cancel this out. It was confirmed to the Board that a register of payments was kept, to track the timeliness of payments in and out of the college.

Governors asked how secure the June/July income projections were to meet the end of year forecast. It was confirmed that some of this had already been earned by the Backstage Centre but had not yet come into the College.

It was confirmed that the ESFA was aware of the latest forecast position.

Governors commented on some presentational issues with the report and asked that the narrative be provided up front, and should include detail on impact, risk and action to be taken.

6.2 Budget 2018-19 and Financial Plan

Supporting papers by the VP Finance

As discussed in June, the budget and forecast were based on the Business Plan approved in February, but the End of Year position had been updated. The consolidated Income and Expenditure forecast was shown with a breakdown by funding type.

The low cash position in March 2019 was discussed in depth. This included loan repayments and dialogue would be ongoing to manage this.

RESOLVED: that the Budget 2018-19 and Three-Year Financial Forecast be approved.

6.3 Audit committee Report/Recommendations

Draft Minutes of the meeting on 20 June 2018

The Chair of the Audit Committee reported on the discussion with the External Auditors. It had been agreed that any issues would be flagged as early as possible in the audit process to allow enough time to agree wording prior to approval of the accounts in December.

RESOLVED: that the Financial Statements and Regularity Audit Plan for year ending July 2018 be approved by the Board

6.4 Risk Register and Board Assurance Map

Supporting paper presented by the Audit Committee Chair

The Risk Register and BAM had been discussed in detail at the recent Audit Committee. Changes to the previous version were highlighted in red. The Board considered the Top Four risks had been covered well under other agenda items: Student numbers; Competition from other Providers; Staffing Capacity and Quality of Provision.

The Chair of Audit, the Clerk and the VP Finance had met following the Audit Committee meeting to identify areas from the risk register for possible internal audits on systems and controls. Proposals would be taken back to the next Audit Committee meeting. The Board endorsed this action as a positive and necessary step.

v Bank signatories

RESOLVED: that the Bank Signatories mandate be updated to remove former staff and governors and to new signatories as proposed.

7. **Capital Projects Update**

A confidential minute was taken on the grounds of commercial sensitivity

8. **Business Plan – Phase 1 implementation**

It was agreed that the implementation of the plan was now reliant on curriculum development, student recruitment and quality improvement actions reported and discussed under items 3, 4 and 5.

9. **Backstage Centre update**

Positive progress was also being made with planning for curriculum delivery and training with the Backstage Centre. The plan would place the College's need to provide a high quality learning environment up front, but would include flexibility to accommodate commercial demands.

Measures being taken to boost income were discussed in detail, with the recruitment of the right staff to attract commercial income agreed as vital. Income would continue to be monitored closely.

It was considered that the Backstage General and Technical Manager might be invited to discuss plans at a future Board meeting.

10. **Senior Staffing update**

The Chair outlined the process for recruiting a new Interim Principal/CEO. Four expressions of interest had been received and the Chair had held preliminary discussions with all. Interviews were being held on 12 and 19 July with the two strongest candidates. The candidate seen that day had considerable experience as a College Principal and was well connected with policy makers and Government. The panel was confident that an appointment would be made for a September start. In the meantime, it was proposed that the temporary statutory Accounting Officer role would be covered by the VP Finance.

A further candidate had been seen with the possibility of filling an interim Chief Operating Officer position, serving both the College and Backstage Centre. It had been decided not to take this forward.

RESOLVED:

- (i) That the Selection Panel of the Chair, Chair of Audit Committee and current Interim Principal be given delegated responsibility to bring recommendations on the appointment of the new Interim Principal/CEO to the Board;**
- (ii) That the VP Finance act as Accounting Officer between 31 July and the start date of the new Interim Principal/CEO.**

11. **Governance and Policy**

11.1 Policy

GDPR Update: A roadmap for staff had been put in place. The student roadmap would be completed in time for enrolment. It was noted that there had been a minor data breach through a third party, whereby email addresses had been shared. Action was being taken to inform all parties involved. Advice would be taken whether the matter should be reported to the Information Commissioners Office.

Safeguarding: No new issues were reported.

11.2 Governance

The Clerk updated the Board that a renewed search for new governors was underway.

It was agreed that the Development Committee would now be relaunched with the Graduation Event, to which a range of potential supporters would be invited.

12. Other urgent business

The Chair acknowledged that this was David Pitcher's last Board meeting as Interim Principal and reflected on the impact that David had had since he joined in February. The Board thanked David for his contribution to developing the Business Plan and gaining the support of Government.

13. Dates of future meetings

4 October 18 @ 16.30 in Central London (*changed to Backstage Centre with Student Graduation to follow*)

13 Dec 18 @ 16.30 at Backstage Centre (preceded by 'meet the student' activity). (*Subsequently changed to 19 December 2018 at the Westminster Central Hall*)

Signed (Chair):

Dated: 12 July 2018