



## BOARD OF GOVERNORS

### MINUTES

Some sections have been redacted from the Minutes on the grounds of commercial or personal confidentiality.

<b>Meeting</b>	Board of Governors
<b>Date</b>	30 May 2019
<b>Time</b>	14.00 – 16.36
<b>Venue Present</b>	The Theatres Trust, 22 Charing Cross Road
<b>Governors</b>	
	Althea Efunshile      Chair
	Bryan Raven          Vice Chair
	Sue Dare              Interim Principal (P/CEO)
	Alex Fowles
	Jamie Jefferson      From 15.00
	Ros Parker
	Claire Paul
<b>In attendance</b>	
	Felix Adenaike      Interim Vice Principal Finance (VP:F)
	Elaine Kelt          Vice Principal Curriculum and Quality (VPCQ)
	Melissa Drayson    Head of Governance (HoG)
<b>Apologies</b>	Marcus Davey Catherine Large Fern Potter
<b>Quorum (4)</b>	The meeting was quorate throughout

Item	Lead
<b>1. Preliminary Business</b>	
<b>1.1 Apologies for absence</b>	
	Apologies were received from Catherine Large, Fern Potter and Marcus Davey.
<b>1.2 Declarations of interest</b>	
	Sue Dare repeated her interest that she was a Governor of South Bank Colleges and Trustee of High House Production Park.
<b>1.3 Urgent items of other business</b>	

There were no items of urgent other business

## **2. Minutes of the Board of Governors meeting on 11 April 2019**

### **2.1 Approval of Minutes**

The Minutes were approved as an accurate record, and the confidential sections confirmed.

### **2.2 Matters arising and outstanding actions**

*Supporting paper by the Head of Governance*

Completed and in-progress actions were noted. An update was provided on the following

Item 4.1: Royal Opera House had now completed a procurement process for the maintenance contract. The College would be taking up the offer for the Backstage Centre to come under the new contract for an initial 6 month period.

Item 7: It was confirmed that the Principal's contract had been extended

## **3. Strategic Discussion (confidential redacted)**

*Supporting paper by the Interim Principal and Head of Governance*

## **4. Principal and CEO report**

*Supporting paper by the Principal and CEO*

Governors noted and welcomed the following key highlights:

- The first six apprentices on the Creative Venue Technician (CVT) standard had completed at White Light ahead of time. The College would benefit from additional achievement income this year.
- The College, with partners, had secured a major contract to deliver 50 apprenticeship over three years. There was scope to roll out this model to create opportunities in other cities.

### **Quality:**

The College was currently expecting 100% achievement at Level 4. Level 3 had only had one drop out. Apprenticeship achievement was currently below target but this was largely due to timing, and would improve with a number of completions pending.

Students taking Maths and English GCSE were currently taking exams. It was noted that the Board had sought disaggregated attendance data for English and Maths, and it was confirmed that this would be reported to the Standards Committee. Attendance at the first GCSE Maths paper had been 100%.

All students had received careers and progression advice.

FE learners were doing their final presentations during the first two weeks of June and would then be leaving. Governors asked what adjustments were being made to meet the requirements of the new Education Inspection Framework. A report would be brought to Standards Committee.

### **Learner numbers and funding:**

#### Apprenticeships

A paper was tabled showing the latest apprentice recruitment figures. The College had seen a recent upturn in referrals which, it was believed, reflected the growing reputation for quality.

The 2018-19 figures, showed a projected out turn above target, and demonstrated 57% growth on income earned in 2017/2018. In response to governor questions, it was confirmed that the college was awaiting further achievement funding

Governors also considered the best-case and worst-case scenarios for 2019-20. This included carry-ins and the Manchester enrolments.

There was discussion of the main risks to achieving high levels of growth in apprenticeships. These included the levy and non-levy funding system.

Timing issues with employer recruitment to vacancies had also delayed apprenticeship starts. There was discussion of whether a mass recruitment approach for apprentices would work with the Standards offered by the College, as they tended to be tailored around individual employer needs. It was suggested a core offer, which could then be customised, might be discussed with the Employer Steering Group.

The scope for a potential partnership with the BBC, would be explored further. The BBC tended to be oversubscribed for all of its opportunities, and good applicants might be diverted to other creative industries opportunities.

#### Classroom based 2019-20

It was predicted that 16-18 L3 numbers would meet the funding allocation. Level 4 courses were paid for by adult learner loans, and would benefit from some internal progression from L3.

**Finance:** covered by Item 4: Finance Committee report

**Human Resources:** It was noted that sickness days, at 1 day, were well below the target of 10 days. Appraisal completion rate was at 95%, and DBS completion was 100%.

Changes within Backstage Centre staffing were reported. These included the recruitment of two Live Events Technician Apprenticeship, both of whom had industry experience. One further Customer Services apprentice had been placed on reception.

Within the National College, an interim learning support mentor had been taken on.

Governors asked if there were any professional development themes emerging from staff appraisals. The apprenticeship delivery team had received input about the move from assessing to coaching under the new Standards. Core input had also been delivered to all staff on the new Ofsted framework. The Backstage Centre team had received rigging training.

The Board observed that improvement measures were now beginning to bear fruit. It would be important to preserve this good work through any future changes.

**ACTIONS:**

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|---|--------------|
| <b>i. That a revised QIP be brought to Standards Committee to reflect the Education Inspection Framework</b>                        | <b>VPCQ</b>  |
| <b>ii. That Governors be provided with a briefing note on the EIF</b>   | <b>HoG</b>   |
| <b>iii. That potential transfer of Apprentice applicants for NCCI delivered apprenticeship standards be discussed with the BBC.</b> | <b>CP</b>    |
| <b>iv. That future HR reports should show staff numbers as headcount and Full-Time Equivalent (FTE)</b>                             | <b>P/CEO</b> |

**5. Committee reports and recommendations**

**5.1 Finance Committee 30 May 2019**

*Supporting papers, April 19 Management Accounts*

The Finance Committee had given detailed scrutiny to the April Finance Report. Headlines from this discussion were:

- Both the year to date and year-end forecasted position were better than budget, with underlying financial performance showing a favourable variance
- Costs were being tightly managed, and further staff savings had been identified. Supported exits were being provided to all staff affected.
- A positive year-end cash balance was predicted. There would be some movement within this, but the overall figure would remain the same.
- Apprenticeship income was projected to improve since the report was written, due to new enrolments
- Backstage Centre income was slightly below forecast although Soundstage hires were above target
- Backstage expenditure was well managed but a one-off electricity bill had created an overspend on the utilities line. It was believed that this had been due to negligence on the part of the maintenance contractor, steps were being taken to recover this cost.

Year-end adjustments to the balance sheet would be made pending Board decisions around the write-off of the student records system.

This would be brought to the next Finance Committee meeting for consideration.

The Committee had discussed the basis upon which the year-end accounts would be prepared. This would be covered at the Audit Committee meeting in July.

The Committee had considered the Tuition Fees Policy 2019-20. This had minimal changes from the current year.

**RESOLVED: That the Tuition Fees Policy 2019-20 be approved**

**6 Safeguarding and Health and Safety**

*Supporting papers: Safeguarding Report*

*Oral update on Health and Safety*

Safeguarding

The Safeguarding report was commended by the Board, and this would be passed by to the Pastoral Manager. The majority of safeguarding concerns related to mental health and learner well-being. There had been one serious case, involving outside agencies, but the concern did not relate to the College. Governors were informed that the Pastoral Manager performed triage on all cases, and all those deemed serious were reported to the Thurrock Safeguarding Board. Assurance was sought that processes were consistent and clear.

Governors asked if the College was content with its response and support provided for mental health issues. It was recognised that this was a growing concern within society. It was reported that employer feedback was positive about support for apprentices, and that the Pastoral Lead was a trained Mental Health first-aider.

It was pointed out that, with apprentices, safeguarding and well-being was the contractual responsibility of the employers. The apprenticeship contracts would be reviewed to ensure that NCCI expectations in this respect were clear.

The Board agreed that it would be valuable to compare NCCI figures for mental health to industry norms, and to publish this in the Safeguarding Annual Report due in the Autumn.

Health and Safety

With reference to an action from a previous meeting, it was confirmed that health and safety risk assessments had been undertaken in all work placements. More detailed information would be brought in the full Health and Safety report, due in the Autumn.

**AGREED:**

- i) **That comparisons between college data for the incidence of mental health issues, the creative**

**VPCQ/**

- industries and society as a whole, be reported in the Annual Safeguarding Report in the Autumn. Ros P
- ii) That a full Health and Safety annual report be brought to the Board in the Autumn VPCQ

**7. Equality and Diversity Objectives 2019-22**

The E&D objectives had been considered by the Standards Committee. There was further discussion of the use of the term 'British Values'. Whilst it was acknowledged that Ofsted would measure the extent to which 'British Values' were promoted within the College, the terminology was considered to be ambiguous and potentially divisive.

The Board asked that reference should be made instead to Civil Values, with a cross reference to the definition of British Values as a footnote. With this amendment it was:

**RESOLVED: that, subject to these changes, the Equality and Diversity Objectives be approved and published on the College website.**

**8. Urgent Business notified in advance**

There was none.

**9. Dates and venues of future meetings**

18 July @ 15.00. Backstage Centre. Board Meeting followed by Student Graduation.

*Signed (Chair):*

*Dated: 18 July 2019*