

## THE CORPORATION OF WALTHAM FOREST COLLEGE

### MINUTES OF THE MEETING HELD ON 11 MAY 2021

#### MEMBERS OF THE CORPORATION

Youness Abidou	present	Member
Nadia Ahmed	<i>apologies</i>	Member
Craig Buist	present	Staff Member
Paul Butler	present	Member, Chair of the Corporation, Safeguarding Champion
Gary Davies	present	Member
Michael Eichhorn	present	Member
Janet Gardner	present	Member, Principal & Chief Executive
Vanessa Georgieva	<i>apologies</i>	Student Member
Shamik Ghosh	<i>apologies</i>	Member
Alison Morris	present	Member, Careers Champion
Renatta Nzomono	present	Member, Chair of Audit Committee
Frank Royle	present	Staff Member
Tim Strong	present	Member, Chair of Search Committee & Remuneration Committee, Health & Safety Champion
Neil Taylor	present	Member
Graham Woolnough	present	Member, Corporation Vice Chair
Jacqueline Young	present	Member
Yvonne Yau	<i>apologies</i>	Student Member

#### CLERK TO THE CORPORATION

Naomi Shoffman Director of Governance (DoG)

#### IN ATTENDANCE

Hassan Rizzi	Deputy Principal Curriculum & Quality (DPCQ)
Abena Rodman -Tay	Interim Deputy Principal Corporate Resources (IDPCR)
Amir Ahmed	Director Services for Students (DSfS)
Nadeem Khalifa	Director of BIP (DoBIP)
Stella Hawkins John	Director of Curriculum (DoC)
Newton	Director of Curriculum (DoC)
Laurie Morely	Property Consultant

**Due to the Coronavirus pandemic (Covid-19) the Corporation agreed that meetings may be held using Teams videoconferencing as per the Waltham Forest College Instrument & Articles, Instrument 1 (g).**

#### **38.21 APOLOGIES FOR ABSENCE**

Apologies were received from Yvonne Yau due to assignment deadline and Suzanne Datta due to illness; Alison Morris gave apologies for lateness. Although absent no apologies have been received from Nadia Ahmed, Shamik Ghosh and Vanessa Georgieva.

### **39.21 DECLARATION OF INTERESTS**

Neil Taylor reminded the Corporation of his employment with Leyton Orient Trust; a sub-contractor of the College.

Gary Davies declared a vested interest in Item 42.21 – Principal’s report - in respect of Portsmouth University’s proposal to move into the borough, given his role in LMU.

The members of the Corporation confirmed that there were no other items on the agenda for the meeting in which they had a personal interest.

### **40.21 MINUTES OF THE CORPORATION MEETING HELD ON 24 MARCH 2021**

The Minutes of the Corporation meeting held on 24 MARCH 2021 were agreed by the Corporation to be signed by the Chair as a true record.

### **41.21 MATTERS ARISING**

There were no outstanding matters arising which were not already on the agenda.

### **42.21 PRINCIPAL’S COLLEGE REPORT**

The Principal provided an update on the College and said that as a lot has happened since this report was written she would take it as read and would of course be happy to respond to any questions. She then highlighted the following:

- The FEC will visit on 7 June to follow up from the original diagnostic visit to look at the progress the College has made against the recommendations. The FEC action plan has been to the Board regularly with progress updates and was signed off at the March meeting as all recommendations had been followed up in full and completed. The FEC will be looking at progress overall. It will be a 1 day visit to take place virtually. All indicators are positive and significant progress has been made with the College finances which was the original trigger for intervention .
- The College is making good progress overall against quality KPI’s. In terms of the overall achievement rates , this is not a KPI that is usually reported on at this time of the year so the Board should not be alarmed by the figures it is just flagged so we have a clear line of sight as to where we are driving achievements forward. Attendance has taken a dip as previously reported but is starting to improve again and is above that at the same time as last year. There is a particular concern in English and maths classes where students are not as well engaged as they are with their vocational courses. It is a bit easier now learners are back on site but does need to improve.
- Positive highlights to note are that feedback from the recent student survey indicates that the College scored above NBM in almost every question and
- the College’s Marketing team has been shortlisted for an award second year.
- The skills accelerator documents in the report outline the bid the College has made along with 8 London Colleges around green technology

- It was good to be able to let the staff know that the College was paying them a salary increase. It was only 1% but a significant step for the College and the first one for 12 years. Staff feedback on the pay rise was very positive with one saying that they were now able to apply for a mortgage as their pay anomaly had also been resolved at the start of the year, along and another that they were able to use it to buy clothes for their baby.
- Following the discussion at the last corporation meeting about further mitigating any clawback, this has been done as will be reported in the management accounts item. Further to that there is work being done with stakeholders to lobby for a reduction of the clawback and a senior GLA person has given steadfast assurance that there will not be a clawback. We have nevertheless been prudent making a 5% reduction and are confident that in the eventuality the College will still be graded financially as 'Good'
- Financial KPI's – cash days now (excluding capital funding) stand at 57 cash days so movement has been significant and helped sustain the College's financial situation and longer term resilience. This is due to a combination of additional funding, savings and further streamlining on expenditure and efficiencies.
- Applications for next year are looking positive with about 200 above where we are last year. This is very positive as it builds on the College's financial resilience for next year and the year after.
- Development next to the College land - a planning application has been submitted via the developers Countryside and WFBC; the plans have change since the original collaboration between the College and the borough. We have made an objection around light, access point of service road, and the extent of the planning which wraps around all the College site which may hinder future development of the College and potentially give rise to safeguarding concerns. Several Governors have agreed to join a planning working group which is greatly appreciated. We have appointed on behalf of the College a planning expert to support the Board and working group to liaise with borough and Countryside. The planning expert is coming on site tomorrow to view the property and we will then convene a working group meeting after that as we will be in a better position to update the working group. The Principal continued that she had a meeting just before this one with the housing director of the borough to keep the relationship going with the borough. This individual leads on both planning and housing for the borough. The Principal advised that she has been in regular contact with the Chair and other governors who have been very helpful. The Chair advised that the planner that is supporting us is the same person appointed by the Council to support the development at his workplace but there is no conflict as he is not directly involved.
- External stakeholders- the Principal has been asked to join the ACL governance – so the College can be involved in how resources are shaped and aligned to the College and strategic priorities of the region. The Principal has also been asked to sit on the AoC Employment Board so she will have more input at a national scale.
- The last point to highlight are the meetings about Portsmouth University plans to move into the borough which has been quite fast moving with the upshot that there is a consultation now out. Concerns have been raised around this being in partnership with a Chinese company, which is also in partnership in Nottingham University in Stratford, which will mean a saturation of HE in East London and there is concern around some duplication of FE courses. The Board will be kept aware and updated of any development. This could be both an opportunity to work collaboratively with Portsmouth University but also a risk.

A Governor asked about cyber security as he was aware that a number of universities have been locked out of all their systems for 4-5 months and we do not want to be held to ransom; It was agreed that this is a genuine concern and it would be foolhardy to say we are not vulnerable but all we can do is ensure everything is kept up to date. The IDPCR reported that this is part of the College's BCP and it is covered in the current and next year's insurance policy. The BCP looks at what happens if it does happen, with different scenarios presented in the plan. Training been flagged up on the use of a new app which the Head of IT will attend so if there is an incident, he can notify the insurance company immediately. The Principal advised that this and other risks have been looked at with the Audit Committee to what the impact will be if everything happened at the same time and worst case scenarios. A member of the Audit Committee advised that it is planned to use reverse stress testing to determine how to mitigate the risks. The Principal said she would welcome any examples of good practice from members that they may wish to share.

A Governor commented that the Principal's letter to the local MP was extremely well written. The Principal said she had received a very positive response from her.

A Governor thanked the Principal for the helpful layout and context given in her report on meetings with stakeholders.

Governors then discussed their concerns around Portsmouth University's plans to move into the Borough and whether the College would do better to be working with it. A Governor commented that with most Universities' London campuses tend to be focused on international students. The impact of Coventry University's satellite resulted in Barking and Dagenham College losing millions. A Governor asked if we know where the campus will be and how many students. The Principal responded that we don't have any details yet, but they are looking for a site near the station and it is possible it will be temporarily housed in town hall. The DPCQ said that the planned timeline is 10k students by 2030 with the first thousand starting in 2023/4 but if there is demand it will start earlier, he added that among the documentation produced there is a long list of courses on offer, but it is not legible. The Chair suggested that the Principal discusses this with the MP's, the Principal agreed and said she will also discuss the College's concerns with the GLA.

#### **THE CORPORATION:**

- **NOTED THE CURRENT PROGRESS AGAINST QUALITY KPIS FOR 2020/21**
- **NOTED THE CURRENT PROGRESS AGAINST FINANCIAL KPIS FOR 2020/21**

#### **43.21 CURRICULUM AND STANDARDS WORKING GROUP (CSWG) MEETING HELD ON 10 MAY 2021**

The Chair of the CSWG reported on the meeting held the day before. The CSWG had looked at the C&Q report, QIP and Risk Register. The progress achieved is looking very positive though it is too early to know all the outcomes. Good progress is being made in the QIP. The CSWG found it useful to look at the Risk Register and went through the two risks that fall within its remit. The Chair of the Audit Committee asked which risks were looked at by the CSWG and it was agreed to pick this up later on in the risk register item.

#### **THE CORPORATION NOTED THE REPORT OF THE CHAIR OF THE CURRICULUM AND STANDARDS WORKING GROUP**

#### **44.21 UPDATE ON CURRICULUM AND QUALITY**

The DPC&Q spoke to the Curriculum and Quality Report and highlighted the following:

- In year retention is at 98%, which is 3.3% higher than the 2019-20 final outturn of 94.7% (NR-91.5%)
- Overall College attendance is at 86.16% which is 2.55% better than at the same time in 2019-20 at 83.16%. attendance figure is a combination of both on site and virtual but now that most students back on site there are further actions in place to address attendance and there is slight concern in English and maths which SLT are continuing to monitor
- The final achievement rate for January Access programmes has now been finalised at 79%, and we continue to support students to complete
- Apprenticeships -Retention remains high at 91.6% and 90.5% for overall and timely, respectively. This has remained high due to much support provided to employers to minimise the number of redundancies for apprentices. Due to the way rules change at end of the year,
- learners have now started to undertake End Point Assessments (EPA's) within Health and Social Care and Construction. This may affect overall timely achievements but won't affect the College from an Ofsted point of view.
- Additional qualifications at various levels are being delivered during the summer term to
- various 16-18s and adult students who are progressing well on their courses. The qualifications are of various levels from Pre-entry to Level-1 including Digital skills, Behaviours and Attitudes, Equality and Diversity, Mental Health Awareness, Skills for Employment and Preventing Contact Dermatitis. Additional Level 3 courses are also being delivered under NSF which are aimed at 24+ students. In terms of our current students they have added quals to their study programmes and all this is going very well.
- The College continues to deliver a Sector Based Work Academy in conjunction with Job Centre Plus and Department for Work and Pensions. Courses to seven cohorts of students have already been delivered and the eighth one on Customer Services Skills (Level-2) is ongoing. The employment rate on the first six courses was 60%.
- Quality assurance continues through the lockdown a whole College Quality and Systems visit was conducted by the Awarding Organisation, City & Guilds during the last week of April for the whole College including Business Innovation and Partnerships area. Whilst the written report is awaited, the verbal feedback is very positive about the College and our systems with no formal actions suggested. This very positive outcome demonstrates the robustness of the Quality Assurance systems in place in the College.
- The outcome of the Study programme survey of students carried out in March/April through
- QDP was very positive with most response better than benchmark and also, we are in the top 25% quartile compared to other Colleges in the sector (179 Colleges). There are some pockets of concern which are being addressed.
- Performance Boards, deep dive and learning walks have carried on during lockdown to enable management to identify both at risk courses and students and actions are being taken to support students at risk.

#### **QIP**

The DPC&Q spoke to the QIP which provides a summary of improvement in terms of Ofsted and how this is monitored and captures all the relevant information from the SAR. The following points were highlighted:

- Following the discussion at the last Board meeting there are some changes to the format with just one RAG rating column.
- Areas for improvement were taken directly from the SAR and are addressed with various actions /sub actions with progress being noted.
- Most of the actions re enrolment have been completed as they are mainly early year actions.
- Individual profiles are being used to identify where there are minor gaps. P5 a lot of training around individuals' profiles. Some inconsistencies in certain subject areas.
- Use of individual profiles/starting points is being promoted through CPD to ensure consistency in stretch and challenge planned and delivered for individual students. In a minority of areas, there are inconsistencies which are being addressed by Quality team through targeted support.

The DPCQ concluded his report saying that the QIP continues to be monitored and tracked and actions put in place to improve the quality of TLA.

A Governor observed that the additional quals has led to employability for 60% of the learners and asked whether we have learnt anything from the other 40%. The DPCQ explained that some students get a job immediately, some do not take up jobs for various reasons or because of location or have not quite got the skills sets, as they may need more than L1 and 2. As time moves on DWP wants further courses to be delivered. The Governor then asked whether there are any patterns and the DoBIP explained that it's a process that is being refined; we are looking at the units as we get feedback from the DWP. The first are of those learners who are progressing very swiftly. When we look at this later in the year this will be over the longer term so will see those figures improving. The Principal advised that because it's a new programme we took the data immediately at the end of the course, but when we look at the longitudinal data, we may see some patterns then.

One of the staff governor's reported that his area had been through the performance Board which was challenging but very supportive and he has seen an immediate impact as a result of the feedback.

The Chair asked were Ofsted coming in what would be the pinch points – the DPCQ responded it would be the need to justify distance travelled in study programmes and English and maths.

The Chair asked whether students have remote access to the induction material – the DPCQ responded that it has always been made available on Moodle and Covid has given us that tool to be more flexible.

The Chair said that feedback on the different modes of delivery is very positive from staff and students' point of view and asked whether the College plans to shift any courses to remote learning only. The DPCQ said this was a possibility with independent learning but not with our usual offer. The Principal added that what was learned from the last lockdown was that most students want a combination of both and flexibility to move between the two. A Governor said that this a very similar discussion to the one taking place at his institution but the cost of trying to deliver both at the same time is prohibitive and asked if that would be the model? The Principal explained that students will be given the option to join from home, however it is a challenge for teachers to cater for half of the student on site and half online, but that has been the resounding feedback with the students. The College has different hybrid models going on in different areas.

A Governor asked if there were any concerns about quality for instance is CPD better placed delivered physically or remotely. DPCQ said it was a challenge at the start when both staff and students were

struggling but over time this has improved, and also depends on the area being delivered, for instance in IT and media this is not an issue. Other areas are more challenging. Most students and staff prefer face to face TLA. Quality for 16-18 learners is easier to monitor on site than online. The Principal said that some of the quality processes have carried on throughout lockdown. The Director of Curriculum reported that he had just come out of an AAT lesson observation – with 9 learners in class and 7 online – all adult learners. There was full engagement, which was quite positive. The other Director of Curriculum said she had done both lessons observations and learning walks virtually and seen a lot of innovative teaching online, which is now continuing on site.

A Governor said he wanted to emphasise what had been said previously as part of a student's experience is also learning to live with and work with others and so he would not endorse full online learning. The Principal agreed that the learners want all the enrichment and wrap around support activities that is provided on site.

A Governor asked whether we have feedback on what didn't work. The DPCQ responded that feedback in terms of both modes was very positive but there were aspects brought to our attention through the learner voice, so staff have been provided with training to settle these concerns and the outcome has been positive. However as previously mentioned most of the students are really happy to be back on site.

The Chair said that he welcomed the clarity and consistency of the information and the common themes running through all the papers for this meeting.

#### **THE CORPORATION**

- **NOTED THE GOOD PROGRESS IN THE MAJORITY OF THE ASPECTS OF CURRICULUM AND QUALITY**
- **NOTED THE PROGRESS MADE AND APPROVED THE UPDATED QUALITY IMPROVEMENT PLAN**

#### **45.21 REVIEW OF RISK REGISTER**

The IDPCR advised that this risk register has been presented to all the Committee/working group meetings this term. She highlighted the following key progress areas:

- Historical pensions issue and actions being taken to ensure that there are not any other cases.
- Further to the LGPS pension liability which was in breach of the bank covenant the waiver letter has now been received. And the review by Eversheds of the new T&C's for the reprofiled loan,
- The College's carbon footprint is now on the College website,
- IT cyber accreditation has been received.
- Income sensitivity is being modelled and monitored
- The review of HR and MIS systems is ongoing. Potentially the cost of any new systems will be included in next year's capital budget.
- The Senior team have reviewed the Disaster Recovery Plan which is a live document.

The IDPCR concluded her report saying that the senior team had held a very good meeting with the Chairs and members of the Audit Committee and the FWG to determine how to move forward the risk assurance framework. She then asked the Board whether risks that have been completed should be removed from the register or stay on forever. The Chair of the FWG suggested that it is hidden once closed and moved to a

separate register, so it can be accessed for audit purposes. All agreed that once a risk has been completed and signed off by the audit Committee it will be closed and moved on to a separate closed register

The Chair of the Audit Committee asked whether the IT risk has the right ranking given the earlier discussion. The IDPCR said that the risk group will be having a workshop to look at how the risks are rated and that the Exec team will review the risk. Governors agreed this was a sensible course of action.

## **THE CORPORATION NOTED THE RISK REGISTER AND THE MITIGATING ACTIONS BEING TAKEN**

### **46.21 BOARD REVIEW**

The DoG updated the Board on the progress made against the action plan. All actions are on target and will be completed by the end of July.

## **THE CORPORATION NOTED THE PROGRESS MADE ON THE BOARD REVIEW ACTION PLAN**

### **47.21 FINANCE WORKING GROUP MEETING 22 AND 29 APRIL 2021**

The Chair of the FWG provided a summary of the last two meetings. He highlighted that the February and March 2021 management accounts were reviewed. The FWG had raised the issue in relation to the AEB and it is important to note the 5% reduction has been made in order to be prudent. The references with regard to the pay increase, was very positive and there was great staff feedback. The Financial health remains good. Other items considered – the risk register, new bank loan and capital works are presented as substantive items to this meeting along with the March 2021 management accounts.

The Chair concluded saying that the SLT have done a tremendous job to improve the cash days from 2 to 57 days. The Corporation acknowledged this amazing achievement.

## **THE CORPORATION NOTED THE MINUTES**

### **48.21 MONTHLY MANAGEMENT ACCOUNTS – 31 MARCH 2021**

The IDPCR spoke to the Management Accounts to 31 March 2021 which had been reviewed by the FWG the previous week. She then highlighted the key points:

- This report provides a position statement on the financial performance of the College to March 2021
- The report and appendices provide summary details of the College's actual income and expenditure, balance sheet and cash flow, compared with budget.
- A year to date surplus of £969k against a budgeted surplus of £106k was achieved in March 2021, leading to a favourable variance of £863k.
- The Year-end forecast for 2020/21 is £810k surplus compared to a budget of £96k
- The College's projected AEB delivery is 90.9% compared to 89.6% in February 2021. Additional delivery and courses have been put in place using current existing staffing to mitigate the shortfalls in certain curriculum areas as a result of poor recruitment due to the pandemic. This position has been reviewed again in March as part of the income monthly monitoring process and the GLA AEB income forecast, in order to be prudent, has been adjusted down by 5% accordingly in the period with a potential clawback of £402k in 2021/22. In May, once the GLA

process opens, the College will send a business case to the GLA to negate the risk of clawback. Any clawback would be taken after reconciliation in the first term of the next academic year.

- The College is in receipt of over £500k of back dated in-year growth funding as per the February 2021 forecast.
- For 2020/21 actual savings on staff cost achieved and banked is £965k against a budgeted in-year savings target of £945k. This includes curriculum and support areas savings banked of £559k. The target for the in-year savings have therefore been exceeded by £20k. Compared to the original budgeted savings target of £677k financial plan, the College has made an additional in-year savings of £288k to cover additional cost by taking swift actions. The savings allowed for a 1% pay increase, estimated to be £104k, which has been included in 2020/21 pay forecast. The pay award has now been actioned in April 2021. Also included in this target is the extra depreciation of £178k chargeable in-year, both of which were not included in the original budget. The £178k extra depreciation charge is as identified from 2014/15 to 2018/19 which were not being depreciated. This has a knock-on effect in future years of similar values until these items are fully depreciated.
- Liquid ratio - this is quite a demanding target. This is forecast at 1.09 against College KPI target of >0.85. The impact is that there is sufficient cover for current liabilities out of cash and debtors compared to the College KPI. The risk relating to this area is mitigated by the College Executive team being focused on cost reduction initiatives as shown in the savings tracker to improve the cashflow which is its most liquid asset. The new FEC Target is >1.4.
- Pay as a percentage of income – staff costs forecast, excluding redundancy cost, is 66.40%. This is 1.40% above the College target and would be a reduction of 4% compared to last year so has made significant progress. The total pay forecast includes £300k for restructure costs, staff contingency of £200k and £584k agency cover cost. Actual Staff cost % as at March 2021 is 68.35%. Staff cost % is based on College staff cost (excluding redundancy cost) and Partnership delivery cost only. Subcontracted income and related costs are excluded from the % calculation. With the staff savings being made and the in-year growth funding, the staffing ratio should reduce towards the forecast % of 66.4%.
- The Financial Health Score is 'Good'. Following a request from a staff Governor the IDPR explained the three elements that make up the Financial Health score ( 230 points), these will be included in the April accounts onwards .

A Governor said that he liked the sensitivity analysis and asked whether this can be pushed further he also asked whether we will get the additional funding in the future and if not, will this be a problem . The IDPCR responded that in terms of scenarios she is happy to model these on other percentages. With respect to the additional funding this is not just the in-year growth it's also the work that has been done on cost savings. The Principal advised that the College's allocation for next year is largely awarded. In terms of financial position, we need to continue to build the resilience of the College to withstand any shocks; we are not there yet as the College reserves are not robust enough and we will need a few years need to build this up.

#### **THE CORPORATION:**

- **RECEIVED AND NOTED THE MANAGEMENT ACCOUNTS TO 31 MARCH 2021 RELATING TO THE FINANCIAL POSITION OF WALTHAM FOREST COLLEGE.**
- **NOTED THE KEY FINANCIAL RISKS BEING MANAGED AND THE MITIGATING ACTIONS BEING TAKEN BY THE COLLEGE.**

#### **49.21 FEDC CAPITAL WORKS**

The IDPCR provided the following update on the Capital Works programme which had also gone to the FWG:

- The College was awarded £876k in funding for capital works under the FEDC capital programme; the College match funded an additional £131k, giving a total project value of £1,007k.
- Work, including all electricity, and costings were on target and within budget
- There was good feedback from staff on how the work was carried out and the contractors were very good.
- This was a very successful and well managed project.

## **THE CORPORATION NOTED THE PROGRESS ON CAPITAL PROJECT**

### **50.21 NEW BANK LOAN PROPOSAL**

The IDPR presented this item and reminded Governors of the background to the re-profiling of the current College bank loan with Barclays Bank which was reported and discussed at the 27 January 2021 Board meeting as it would not have been fully paid up by the end of the current loan term . She then reported that:

- the FWG had reviewed and robustly considered the NEW BANK LOAN PROPOSAL along with the legal report from Eversheds on the differences between the current and new terms and condition.
- Having looked at all the options in the proposed facility, as well as the benefits and risks, the FWG had asked the Senior team to challenge the Bank on a couple of points in terms of penalty fee and security collateral and to report back.
- The IDPCR advised that the bank is reassured by the College's financial position and has responded to the points raised by the FWG around the loan which being secured against the estate and options should we want to take out further loans and that the loan may be called in only in the event of the College being issued with a financial notice of concern being issued.
- The terms are the best outcome that we could envisage.

The Chair of the Corporation and Chair of the FWG reported that they were happy with the revised document containing the key terms of a facility as well as terms and conditions (together the facility agreement) from Barclays Bank PLC (the Bank) to the borrower setting out the terms and conditions upon which the bank is prepared to make available to the borrower a term loan facility (the facility) in the maximum Principal sum of £566,270.

### **HAVING CONSIDERED THE REPORT OF THE IDPCR, THE CHAIR OF THE FWG AND THE FACILITY AGREEMENT THE CORPORATION RESOLVED:**

**1. THAT THE BORROWING BY THE BORROWER OF UP TO THE FULL AMOUNT OF THE FACILITY ON THE TERMS AND CONDITIONS SET OUT IN THE FACILITY AGREEMENT IS IN THE INTERESTS OF AND FOR THE BENEFIT OF THE BORROWER AND IS MOST LIKELY TO PROMOTE THE SUCCESS OF THE BORROWER FOR THE BENEFIT OF THE MEMBERS AS A WHOLE AND THAT SUCH TERMS AND CONDITIONS BE AND ARE APPROVED AND ACCEPTED.**

**2. THAT THE BORROWER HAS CONSIDERED WHETHER IT NEEDS TO OBTAIN PROFESSIONAL INDEPENDENT ADVICE (LEGAL, FINANCIAL OR OTHERWISE), PRIOR TO RESOLVING TO ENTER INTO THE FACILITY AGREEMENT, AND (WHETHER ON THE BASIS OF SUCH ADVICE OR OTHERWISE) IT HAS MADE ITS OWN INDEPENDENT DECISION TO ENTER INTO THE FACILITY AGREEMENT AND UNDERSTANDS THE TERMS, CONDITIONS AND RISKS INVOLVED.**

**3. THAT -JANET GARDNER, THE PRINCIPAL AND CEO, AND ABENA RODMAN – TAY, THE INTERIM DEPUTY PRINCIPAL CORPORATE RESOURCES ARE AUTHORISED TO SIGN THE FACILITY AGREEMENT ON BEHALF OF THE BORROWER TO INDICATE ACCEPTANCE OF THE TERMS AND CONDITIONS.**

**4. THAT THE BANK IS AUTHORISED TO ACT IN ALL MATTERS CONCERNING THE FACILITY UPON INSTRUCTION FROM THE BORROWER SIGNED IN ACCORDANCE WITH THE BANK’S MANDATE FOR ANY OF THE ACCOUNTS OF THE BORROWER HELD WITH THE BANK CURRENT FROM TIME TO TIME.**

#### **51.21 DRAFT ESTATES STRATEGY**

Laurie Morley (LM) the College’s property consultant presented a brief update on the Estates strategy covering the following:

- An Estates Strategy is predicated on the suitability and special alignment of the College’s estate in order to support its business needs and is the right size and quality to deliver and promote the curriculum promoted and delivered.
- Different provision will demand different special requirements. The estates strategy will look at whether provision is being provided in the most cost-effective way, is it fit for purpose and does it promote the right image.
- The Estates Strategy considers what space the College currently has, its condition, energy use, layout, Space, Frequency of use, DDA, Quality of space, Transport / Travel links, Digital infrastructure, Covenants, Funding and bid opportunities, Design & Flexibility of use Sustainability
- Next steps will be to look at the College business s in terms of Courses offered, Student Guided Learning Hours + 5-year forecast (GLH = space) and more detailed costs and other information and the Strategic Plan
- In terms of timescales the Draft content has been completed; Gathering and assembling information is in progress; Commencing the compiling of strategy throughout May/June with a draft document produced in June and the final strategy to go to Corporation for approval in July

A Q&A session followed:

The Chair asked what engagement there will be with the Board prior to the initial draft being produced. LM said that most of the elements will be initially discussed with the Principal and IDPCR; the Principal advised the draft will be considered and discussed by the FWG before coming to Corporation for approval.

The Chair asked whether the estates strategy will consider the impact of Covid – LM responded that no one can predict what will happen with Covid

Governors asked how do we make sure the strategy will be fit for purpose and future proof it - LM responded that Usually it takes 5 years to gestate and deliver the strategy. So, he is working on a 5-year plan based on curriculum planning. The problem is the question of funding, but the strategy cannot be produced without the planning.

**THE CORPORATION NOTED THE PROGRESS MADE WITH THE ESTATE STRATEGY**

## **52.21 ITEMS FOR INFORMATION**

### **THE CORPORATION NOTED:**

- **THE GOVERNOR ATTENDANCE AT TRAINING AND COLLEGE EVENTS**
- **THE UNCONFIRMED AUDIT COMMITTEE MINUTES 15 MARCH 2021**

## **53.21 ANY OTHER ITEMS OF URGENT BUSINESS**

None.

## **54.21 REFLECTIONS ON THE MEETING**

- The Chair checked round with all present for their reflections
- The Chair thanked the senior team for their hard work producing clear papers and the consistency of messaging. He reiterated that when presenting there is no need for presenters to walk governors through the reports page by page, as the expectation is that members will have read all the papers.
- The Chair encouraged governors to start coming back on site, and to contact the DoG or Principal to arrange visits. Several Governors reported that they had visited the College recently, some for the first time since being appointed and had really enjoyed the experience.
- Governors agreed, that if possible, it would be good to meet in person next time.

## **55.21 DATE OF NEXT MEETING**

The next meeting will be held on Tuesday 20<sup>th</sup> July 2021. The date has been rescheduled to accommodate College business needs. Members agreed to hold the meeting on-site subject to Covid restrictions and to start the meeting at 7pm or at 6pm if held virtually.

It was agreed to arrange an informal dinner for the Board at the beginning of the next academic year subject to Covid restrictions.

*20:29 All staff in attendance, other than the DoG, left the meeting*

56.21 Part 2 Minute

These minutes have been approved by the Corporation as a correct record.	
<b>CHAIR:</b>	<b>DATE:</b>
	<b>REMOTE CONFIRMATION:</b>
	<b>OR SIGNED:</b>

*The meeting closed at 20:50*

ACTION POINTS ARISING FROM MEETINGS OF THE CORPORATION				
Minute No.	Issue and Action	Who is responsible	Target Date	Achievement Date
32.21	Develop A Green and Sustainability Strategy To Reduce Carbon Emissions On A Year By Year Basis	AT-R	Sept 2021	
42.21	Principal to discuss Portsmouth University plans with the local MP's, and the GLA.	JG	June 2021	Principal will update July meeting
45.21	Once a risk has been completed and signed off by the audit Committee it will be closed and moved on to a separate closed register	AR-T	July 2021 onwards	To be discussed at next RM workshop in September 2021
	The risk group will look at how the risks are rated and that the Exec team will review the risk.			
48.21	The three elements that make up the Financial Health score ( 230 points), will be included in the April accounts onwards .	AR-T	June 2021	Completed
	Model sensitivity analysis and scenarios on other percentages.			
51.21	Draft estates strategy to go to FWG before final to Board	LM/JG	June 2021	On July Board agenda
55.21	Next Board meeting to be held on-site subject to Covid restrictions and to start the meeting at 7pm or at 6pm if held virtually.	NS	July 2021	Completed
	Arrange an informal dinner for the Board at the beginning of the next academic year subject to Covid restrictions.		Sep 2021	