

## Barnet and Southgate College Corporation

### Board of Governors Meeting 16 October 2018

#### Minutes

<b>Time</b>	18.30 – 21.00	
<b>Venue</b>	Southgate Campus (Dentistry Meeting Room 008A/B)	
<b>Present (governors)</b>	Ann Zinkin David Byrne Puneet Anand Mervin Archer Sue Baldwin Fiona Bulmer Sheila Dawson	Chair Principal
<b>In attendance</b>	Toni Beck Lizzie Jones Tracy McIntosh Ian Rule Rose Turner  Melissa Drayson	Dir Quality and Learner Experience Dir Organisational Development Dir of Employer Partnerships Interim Dir Finance Interim Dir Curriculum <i>(All Part A only)</i> Clerk to the Corporation
<b>Apologies</b>	Seb Karaasanov Pooja Patel Christalla Tsatalla	Student Governor Student Governor Staff Governor
<b>Vacancies</b>	External Governor x 2	
<b>Quorum (6)</b>	The meeting was quorate throughout	

#### PART A - OPEN MEETING

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

Item	Action lead
1. <b>Preliminary Items</b>	
1.1 <b>Chair's welcome</b> The Chair welcomed all governors and staff in attendance to the meeting, in particular Puneet Anand who was attending his first meeting as a governor.	

- 1.2. **Apologies for absence**  
Apologies were as listed above.
  - 1.3 **Confirmation of eligibility, quorum and declarations of interests**  
It was confirmed that all present were eligible to take part in the meeting and that the meeting was quorate.
  - 1.4 **Notification of urgent items of other business**  
There were no urgent items of other business.
- 2. Appointment of Governors**  
*Oral report by the Vice Chair*
- The Search Committee had met on Friday 12 October and had interviewed two candidates. Both had significant experience in the financial sector. The candidate with the broader general experience was recommended to the Board
- RESOLVED: that Harvinder Rattan be appointed as a governor, with immediate effect, on an initial one year term of office, extendable to four years on successful completion.**
- 3. Minutes**
- 3.1 **Part A meeting held on 11 July and 20 September 2018**  
  
The Part A minutes of both meetings were confirmed as accurate records and were signed by the Chair.
  - 3.2 **Matters arising and any outstanding actions**  
*Supporting paper by the Clerk*  
  
Completed actions and items covered on the agenda were noted.
  - 3.3 **Part A written resolutions since 11 July 18**  
*Supporting paper by the Clerk*  
  
The Board ratified the following non-confidential decisions which had been approved through written resolution since the July meeting:  
  
10 July: Temporary variance to Article 10(b)(i) to permit a selection panel of four for the interview of CEO candidates  
  
18 July: Approval of the updated Subcontracting Fees Policy 18-19
- 4. Principal's report**  
*Supporting paper by the Principal*  
  
*It was agreed that some items were confidential on commercial grounds.*

The Principal highlighted the hard work of the college's students and staff, which had contributed to positive outcomes for 2017-18. Achievement rates for 16-18 students were almost finalised. A detailed report would be brought to the November board meeting but initial indications were good. The Self Assessment process was currently underway with some areas of particularly high achievement emerging. Governors reflected on SAR curriculum meetings they had attended. Impressive practice had been observed in the Maths and English team. Work placements were also an area of strength. The Board asked that its thanks and congratulations be conveyed to staff for these excellent outcomes.

The College's year-end financial position was also noted by the Board. The operating surplus was recognised as a particular achievement in light of the external funding environment and internal challenges. It was anticipated that almost two-thirds of colleges would be facing a deficit for 2017-18. Governors supported the involvement of College representatives in lobbying activities during the AOC's Colleges Week.

The significant potential financial impact of the proposed Teachers Pensions Scheme (TPS) rise in employer contribution rates was flagged. Updates would be brought to the Board.

The progress made with the NFL partnership was noted. Responses to Governors' advance questions had been circulated. It was confirmed that this would open up opportunities for students to study in the USA.

The College had been asked by the Saudi Royal Commission to put in a tender for LLDD work. [Redacted]

**AGREED: to schedule a Board discussion on ethical considerations of international partnerships at the Strategy Day**

#### **4.1 Enrolment update**

*Supporting paper by the Director of Organisational Development*

The Board noted the 2 October 16-18 recruitment position, which was at 97.6% of target. Further enrolments were expected in January. Current work was targeted at retaining students on courses, or working to transfer learners to more suitable courses. The aim was to maintain 16-18 numbers at 3000, recognising that this was in an increasingly competitive market. Governors noted that a report on adult recruitment would be brought to the November Board.

#### **5. Proposed Key Performance Indicators 2018-19**

*Supporting paper by the Director of Employer Partnerships*

The Board discussed the proposed deletion of 6 KPIs, and the addition of six new ones, including:

- Attendance KPIs by age group (16-18 and 19+) for all students and for English and Mathes
- A KPI for Apprenticeship Levy income
- A new financial KPI for staff costs as a percentage of income

Governors supported the separation of 16-18 from 19+ data.

Governors queried the value of including KPIs that are only measured once a year, and over which the Board can have little influence. It was agreed, however, that it was still important to have a means to report these issues to the Board.

The Board reiterated that KPIs should be high level and the number should be manageable. Duplication with other reports should be avoided. For instance, other targets, such as debtor days, would be monitored through the management accounts.

It was noted, however, that there were no KPIs related to staff wellbeing. Staff absence was a frequently used measure of this.

**AGREED: that consideration be given to the inclusion of staff wellbeing KPIs**

DOD

## 6. Finance and Resources

### 6.1 Management accounts, July 2018 year end out-turn

*Supporting papers by the Director of Finance*

The Board noted the positive out-turn for the year, resulting in an operating surplus. The external audit visit was taking place that week.

Key headlines were:

- Work was being undertaken to fully understand the variance in pay costs and to take action to avert this in future. There was a discussion of the steps being taken to ensure greater staff accountability for delegated budgets.
- The debtor analysis would form part of the external audit work, but it was believed that the provision in the accounts would be sufficient. Clarification was sought on how provisions were calculated. This would be discussed with the auditors. The Audit Committee had also requested a report to assist their understanding of this issue.
- Governors requested a future report on Baird Road
- Governors also asked that future management accounts should include a note to indicate the future income/clawback implications of current enrolment levels
- End of year adult funding was within a 3% tolerance, which was good news. The additional funding awarded in 17-18 would be honoured in 18-19 as well. This would put the college in a strong

position when the AEB was devolved to the Greater London Authority.

## **6.2 Capital Projects update**

*Supporting papers by the Director of Finance*

The Board noted that the Southgate works were proceeding according to plan, were on time and on budget. It was expected that the target move-in date of April would be met.

## **7. Quality and the Learner Experience**

### **7.1 Student governor monthly feedback**

In the absence of the student governors, this report was deferred to November.

### **7.2 Feedback from the 2017/18 end of year survey**

*Supporting paper by the DQLE*

The impressive return rate of 85% was noted. Of the 17 questions asked, feedback had been more positive than the previous year for 11 and 6 had stayed the same. It was particularly pleasing that, where focus had been on quality improvement, this had translated into better feedback. Scores at curriculum level would be evaluated to understand underlying reasons for variations and to take appropriate action.

In response to questions, it was confirmed that the data was used as part of the self assessment process and action was already in place to investigate lower responses around enrichment and better on-campus social and sports facilities.

It was also confirmed that student reps would be involved in discussions around any further changes and improvements.

There was discussion that satisfaction levels were not solely driven by the quality of facilities. Staff had a big role to play in motivating and inspiring learners.

### **7.3 Teaching and Learning Annual Report**

*Supporting paper by the DQLE*

Governors noted that a termly report would be provided which would focus more on qualitative information. This was backed up by an invitation to governors to participate in the new management learning walks.

It was considered that the annual report reflected the strong developmental approach to improving teaching and learning. There was good feedback on the use of technology enhanced learning. The

developmental observation scheme, and the move away from graded observations had been successful in improving trust between observers and teachers. Governors asked whether the college was moving away from a reliance on manager judgement. The focus was on achieving a balance between peer review and managers' observations, using a range of criteria and information sources; developmental lesson observations were one part of a wider scheme.

Governors also asked if there were any lessons that could be learned from outstanding colleges. Visits to other colleges had been made and it was reported that there were a number of similarities with the approaches taken at Barnet and Southgate College.

There was a discussion about how best the Board might itself best understand and gain assurance about the quality of teaching and learning during the year.

**AGREED: that consideration should be given to a session at the Away Day on establishing how governors might measure the quality of teaching and learning.**

#### **7.4 Study Programme 2017-18 overview**

*Supporting paper by the Interim DCD*

The report focussed on the impact of work experience and work-related learning as part of the overall 16-18 Study Programme. The overall picture was very positive. The wealth of meaningful work-related activity gave confidence about the quality and depth of experience offered by the college. This included the level of participation in competitions and awards, which was the highest among London colleges.

In 2016/17, 92% of the former students surveyed reported a positive destination. Governors queried whether the higher percentage going onto further study reflected the strength of careers advice provided. It was confirmed that this was in line with skills gaps in the local economy, which were largely for Level 3 and 4 qualifications.

#### **8. Annual Report on Safeguarding and approval of Safeguarding Policy**

*Supporting paper by the DQLE*

The Annual report was a statutory requirement. Headlines were that the college had supported fewer learners, but that cases were more complex. Specific challenges during the year related to child sexual exploitation and the threat of suicide. In these cases, the college had escalated matters to a higher authority. This had resulted in stronger links with social services and external agency networks. However, cuts in external services had created more difficulty accessing support.

Internally, the merger of the safeguarding and student welfare teams had proven effective in identifying issues and providing early intervention.

The safeguarding link governor would report in full following the termly safeguarding meeting but observed that the team continued to deal well with increasing and new challenges.

A whole staff update was planned for November. New ways to reinforce messages about safeguarding were being explored, including the newsletter included in the papers.

The forthcoming governor training session would include case studies from the team. The Board asked that the Annual report should reflect the fact that all governors had completed safeguarding and Prevent training in the past few months.

It was noted that the Safeguarding Policy and the Managing Allegations Against Staff policy had been updated in line with the latest guidance from Keeping Children Safe in Education (KSIE) 2018.

**RESOLVED:**

- i. **that the Annual Safeguarding Report be approved**
- ii. **that the revised Safeguarding Policy be approved**
- iii. **that the revised Managing Allegations Against Staff Policy be approved.**

**9. Audit Committee REport**

*Minutes of the Audit Committee meeting on 27 September, presented by the AC Chair, Sheila Dawson*

The Board noted the key areas of discussion outlined in the Minutes. The Principal confirmed that all actions arising from the Health and Safety internal audit were being actioned.

Many of the issues raised in the Student Debt internal audit had also been addressed, thanks to a joint effort by the finance and customer service teams.

It was noted that IAS strategy had yet to be signed off.

**10. Capital Project Steering Group Terms of Reference**

Governors discussed the purpose of the Group and agreed that it was more about scrutiny and board assurance than developing the Estates Strategy, the latter being a whole Board responsibility. It was also considered that the new CEO would have ideas about developing the Strategy.

The immediate priority was to have a governor group which would support the ELG with developing the new Capital Funding bid to the GLA.

**AGREED: that the development of a formal Capital Project SG would be deferred but that all governors would be invited to participate in meetings to develop the Funding Bid.**

**11. Annual review of Membership**  
*Supporting paper by the Clerk*

The Board noted the Board Terms of Office, vacancies and succession report and the proposal that committee membership and chairing arrangements remain the same.

An expression of interest in the vacancy for a HE Link Governor was received.

**RESOLVED:**

- i. **that the proposed Committee membership and chairing arrangements remain unchanged for 2018-19**
- ii. **That Sue Baldwin be appointed Higher Education Link Governor**

**12. Schedule of Board Business**

The Schedule of business was noted. Sheila Dawson gave advance notice of apologies for the April Board meeting

**13. Urgent Other Business**

There were no urgent items of other business

**14. Dates of forthcoming meetings:**

13 November  
6 December (including away day)  
24 January 2019

Signed: .....(Chair)

13 November 2018

*The Meeting was followed by a Part B Confidential session attended by external governors only.*