



**MINUTES – PART 1
CORPORATION BOARD**

Date: Tuesday 15 December 2020
Venue: Boardroom, Stratford Campus
Time: 6:00pm

Chair	Martin Cumella
Corporation Members	Ammar Mahmoodi, Andrew Edwards, Andrew Hughes, Bobby Seagull, Claire Helman, Danny Ridgeway, David Surdeau, Irfan Umarji, James Beckles, Joanne Roxburgh, Lloyd Johnson, Lorraine Reader, Mubin Ahmed, Pam Rowe, Paul Stephen (Principal), Quintin Peppiatt, Richard Matovu, Trina Sarkar
In Attendance	Deputy Principal: Jamie Purser Chief Operating Officer (COO): Judith Abbott Executive Director, Strategy & Innovation: Matt Fawcett
Clerk to the Corporation	Judith Nelson

Item No	Item of business
PRELIMINARY PROCEDURAL MATTERS	
1.	Chair’s Welcome & Opening Remarks The Chair welcomed and introduced new governors – Danny Ridgeway; Joanne Roxburgh, Pam Rowe and Trina Sarkar, who bring a wealth of experience to strengthen the educational character and oversight of the College.
2.	Apologies For Absence <ul style="list-style-type: none"> ▪ Andrew Edwards ▪ James Beckles ▪ Lorraine Reader ▪ Mubin Ahmed
3.	Declaration of Interests <ul style="list-style-type: none"> ▪ Martin Cumella / Paul Stephen, Quintin Peppiatt: in respect of the Learning Revolution Trust ▪ Quintin Peppiatt: in respect of the London Borough of Newham
4.	a. Minutes of the Last Meeting held on 06 October 2020 RESOLVED: The minutes were Approved as a true and accurate record. b. Matters Arising and Action Points from the Meeting All matters were covered during the meeting.
GOVERNANCE BUSINESS	
5.	The Corporation Board noted the resignation of Andrew Hughes following a sterling 9 year commitment to the governing body. The Chair on behalf of the Board extended his thanks to Andrew for his commitment and continuing support as a Governor of Newham College and also as a Director of the Digital Skills Solutions.
THE DETERMINATION AND PERIODIC REVIEW OF THE EDUCATIONAL CHARACTER AND MISSION OF THE INSTITUTION AND THE OVERSIGHT OF ITS ACTIVITIES	
6.	Principal’s Report The Corporation Board noted the briefing provided a summary of College activity at the end of the first term of 2020/21. 2019/20 Achievement Rates <ul style="list-style-type: none"> ▪ Pleasing to note a further improvement in achievement rates in 2019/20. The government turns on how Level 2 and 3 qualifications were marked makes direct comparisons difficult. For this reason, no league tables will be published for 2019/20, therefore the College will maintain its “highest achieving” status amongst London colleges until at least March 2022 when the next Department for Education (DfE) National Achievement Rate Tables (NARTs) will be published.

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	<ul style="list-style-type: none"> ▪ The College has achieved a 4 year growth in 16-18 students studying at Level 3. Furthermore, these students are performing better, with the College moving into positive value added for the first time in 2018/19 (value added scores will not be released for 2019/20). <p>Finances:</p> <ul style="list-style-type: none"> ▪ The College will retain its “Requires Improvement” financial health grade at year end with healthy cash balances, neither of which was certain during the lockdown earlier this year. ▪ Procured AEB enrolments are on the system, running broadly in line with plan, and considerably ahead of performance in 2019/20. Current assessment of the risks and opportunities facing the College are broadly aligned, entering into 2021 holding to the budget approved by the Corporation in July. <p>College Operations:</p> <ul style="list-style-type: none"> ▪ Student attendance is strong at 90%, and staff and students have, in the main, complied with the measures introduced to manage the risk or incidence of Covid-19. ▪ Work continues to progress all students through their programmes, enabling them to understand their ability to work remotely, so if a further period of lockdown is required, we can switch to a blended/remote delivery model as seamlessly as possible. ▪ The College procedures for managing Covid-19 have worked well. The risk register approved by the Audit & Risk Committee provides a clear and robust framework for action and over the course of this first term our processes for communicating and supporting self-isolation have been effective. ▪ In total some 42 staff and 489 students self-isolated at some point in the term to 25 November, with 9 staff and 38 students demonstrating positive tests. Weekly incidence has varied widely, ranging from 0 to 306, with a downward trend over the last month. <p>Governors recognised the excellent achievement in level 3 growth, also noting AEB was a concern last year and this year it is looking deliverable near to target. The enrolment figures are a testament to the College during unprecedented times. Also good to note the work underway led by the Deputy Principal and Executive director in developing additional programmes to address people Not In Education, Employment or Training (NEETs), whilst also recognising the end of the furlough scheme.</p>
7.	<p>College Key Performance Indicators (KPIs) 2020-2021 The Corporation Board noted the following pertinent points:</p> <ol style="list-style-type: none"> a. The current plan runs from 2017-20 and the new plan will cover 2021-25. Long term planning in the midst of a pandemic is problematic, therefore the College aims to use the extreme circumstances of Covid-19 in becoming a more responsive and agile organisation. The KPIs are designed to provide measurable targets to assess progress towards new ways of working. b. The College will monitor progress against the Quality Improvement Plan (QIP) and budget, and continue to consolidate improvements made in recent years, through the ‘business as usual’ KPIs. c. The Curriculum & Quality Committee reviewed the curriculum targets and recommended these for adoption. d. Going forward Governors would like to see the distance travelled against the KPIs. e. It was pleasing to note that the College has been successful in receiving full cyber essentials accreditation ahead of target date of March 2021. Governors extended their appreciation to the Head of IT Network Services and the team involved in achieving this. <p>RESOLVED: The Corporation Board Approved the adoption of the College Key Performance Indicators (KPIs) 2020-2021</p>
AUDIT AND RISK COMMITTEE	
8.	<p>Accounts & Audit Findings - Year Ended 31 July 2020:</p> <ol style="list-style-type: none"> a. Newham College Final Audit Findings for year ended 31 July 2020 b. Newham College Draft Annual Report and Financial Statements for year ended 31 July 2020 <p>The Corporation Board noted that the Audit & Risk Committee reviewed the accounts and audit findings year ended 31 July 2020 noting the following pertinent points:</p> <ol style="list-style-type: none"> i. Newham College has been selected for an ESFA funding audit. ii. The ESFA have relaxed their filing deadline of the accounts to 31 January 2021 to recognise the various challenges that Covid-19 has caused for auditing of accounts.

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	<p>iii. The draft accounts were prepared based on a draft reconciliation statement from prior to the funding audit, with a provision of £150k included for funding claw-backs which allows headroom of £78k in case of adverse audit findings.</p> <p>iv. Newtec are no longer part of Newham College group.</p> <p>RESOLVED: The Corporation Board Approved the Accounts / Draft Annual Report / Financial Statements for the year ended 31 July 2020</p>
9.	<p>a. Annual Report of the Audit Committee 2019-2020 The Corporation Board noted that the Audit & Risk Committee reviewed annual report of the Audit Committee noting the following pertinent points:</p> <ul style="list-style-type: none"> ▪ The annual report provided details of the work carried out by the Audit Committee. The committee met three times during the year and considered reports to assess the adequacy and effectiveness of the audit and risk function within the college group. ▪ The risk register is now clear and easy to see which are the most significant risks, strengthening the on-going process for identifying, evaluating and managing the College's significant risks that have been in place throughout the financial period ended 31 July 2020 and subsequently the monitoring of risks continues to be undertaken at a detailed level to ensure effective management of organisational risks. ▪ It was pleasing to note the FE Commissioner feedback on the new format of Risk Management, following the diagnostic assessment revisit in September 2020 that; <i>'The new approach, which brings in specialists to review a particular area of concern, shows a more advanced/mature attitude to board assurance.'</i> <p>RESOLVED: The Corporation Board Approved the Annual Report of the Audit Committee 2019-2020</p>
10.	<p>a. Annual Risk Management Report 2019-2020 The Corporation Board noted the Audit & Risk Committee reviewed the annual risk management report and risk management policy / procedure noting the following pertinent points:</p> <p>The format of risk management reporting has been a success, particularly in terms of managing the risks during an extraordinary year i.e. mitigating risks finishing the year in quite a good cash position. Governors commended the COO and Executive, noting the overall focus has been appropriate.</p> <p>RESOLVED: The Corporation Board Approved the Annual Risk Management Report 2019-2020</p> <p>b. Risk Management Policy / Procedure The Risk Management Policy / Procedure was updated with new ways of scoring risks and adding a risk appetite, which had not been previously been included. The Risk Management Policy / Procedure will have a 3 year cycle of review.</p> <p>RESOLVED: The Corporation Board Approved the Risk Management Policy 2020-2023</p>
11.	<p>Health & Safety Annual Report The Corporation Board noted the Audit & Risk Committee reviewed the health & safety annual report and noting the following pertinent points:</p> <ul style="list-style-type: none"> ▪ Overall, 2019/20 was a challenging year for Health and Safety provision at the College. ▪ The first half of the year was challenging due to departure of several key members of staff. ▪ Prior to recruiting a permanent Health and Safety Manager, the College then employed interim staff one of whom had specialist fire safety knowledge which, together with some specialist audits, was valuable in setting the direction of travel for remedial actions. ▪ Future developments – The College is looking to procure an on-line cloud based health & safety reporting system for early in 2021. ▪ Receipt of the FE Condition Allocation Grant has enabled acceleration of remedial work on fire alarms, CCTV cameras and replacement fire doors. ▪ The second half of the year was entirely dominated by COVID-19 which is reflected in the attached report. ▪ The College enters 2020/2021 in a much stronger position with respect to Health and Safety, having recruited a very experienced and knowledgeable Manager who has already had a significant positive impact.
FINANCE & RESOURCES COMMITTEE	

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12.	<p>Management Accounts – October 2020</p> <p>The Corporation Board noted the following pertinent points:</p> <ul style="list-style-type: none"> ▪ The financial key performance indicators (KPIs) were set following a collective Executive discussion; all metrics have improved in comparison to last year. ▪ The outturn at Month 3 is a cautiously positive, noting that there may be some anomalies on staffing i.e. staff costs as a percentage of income is currently higher than target. ▪ A review of teaching staff and remission of teaching staff needs to be undertaken. As DSS operations wind down, there also needs to be a full integration of DSS budgets and actuals into the college budget, management accounts and forecasts. ▪ The balance sheet shows negative total net assets. This seems to be growing within the sector and as of 2019, the Association of Colleges (AoC) have reported approximately 40 colleges in a negative reserves position. This relates primarily to the actuarial valuation of the LGPS pension scheme. ▪ Cash flow is very strong compared to this time last year. The College has received confirmation from the ESFA that it has waived its right to clawback unspent learner loan bursaries in the order of £873k. ▪ The College is currently undergoing a funding audit for last year, which could potentially result in a financial clawback. The audit outcome is currently unknown. ▪ Capital expenditure and commitments for this year (by the time all grant monies spent by February 2021), stand at £3.3m. There will be a capital investment on the £700k low energy Salix loan. The College will look to draw down COVID response funding primarily for the 16-19 cohort, to support remote and catch up learning.
13.	<p>Curriculum Driven Estates Strategy</p> <p>The Corporation Board noted the Finance & Resources Committee reviewed the curriculum driven estates strategy noting the following pertinent points:</p> <ul style="list-style-type: none"> ▪ The approach to setting the strategic direction that will underpin the College estates strategy represents a marked change to that adopted for RENEWAL. Its development is collaborative (owned by the full Executive management team and incorporating input from the wider College Leadership team with a view to looking at the wider curriculum development); and a “big bang” aspiration has been replaced with a modular approach to manage finance and operation impact. The Executive demonstrated how the new spatial requirements have been developed to reflect evolving curriculum need: <ul style="list-style-type: none"> ○ the strategy will prioritise 5 curriculum specialisms – three already well established, and two with high growth potential – whilst sustaining a broad, lower level community based curriculum offer ○ what learning can be undertaken face to face v virtual learning, and the types of space needed to support different types of curriculum; ○ the proposal is scalable up or down, enabling discrete projects to be scoped as the curriculum demand crystallises and funding becomes available. ▪ The COO has commissioned consultancy support, to redo the building condition survey, at a cost of £3k per campus. This will create an up to date position on where money will need to be spent in the very near future or medium term, and will support the submissions for grant funding. The F block old school building at Stratford, deemed unsafe because of deterioration to the bell tower, has now been addressed: the bell tower has been replaced and the roof patched, funded out of the estates maintenance budget. ▪ The Executive Director is working with the DWP on a relaunch programme for sector based academy, aimed at the local community. Stratford will concentrate on construction and engineering with a view to building a pipeline into the IoT; Access provision and building on the relations with Barts, NHS and T levels, ensuring not to lose market share in East Ham and Stratford. <p>Governors noted the opportunity for the College with the capital grant funding bids should this be successful and were pleased to note the estate strategy is being curriculum driven.</p> <p>RESOLVED: The Corporation Board Approved the adoption of the Estates Strategy, noting the further steps the Executive will take to position the College to capitalise on grant funding opportunities in 2021.</p>
14.	<p>Institute of Technology (IoT) Update</p> <p>The Corporation Board noted the following pertinent points:</p>

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	<ul style="list-style-type: none"> ▪ Progress has been made on demonstrating the adequacy of the grant-funded capital envelope to cover the costs of site acquisition (via a 150 year, peppercorn lease) and fit out budget. DfE remain keen to do a deal, and their closer involvement in negotiations is expected to be helpful. There is now a reasonable expectation that heads of terms for acquiring a long leasehold interest could be achieved before Christmas. ▪ There are some early concerns that the fire strategy may not support a change of use from office to educational. This will require further work, as will the process to secure change in planning consent. The IoT enjoys broad political support, so there is an expectation that planning negotiations will be favourable. ▪ For many months, the real estate challenges have dominated the project. Now that a potential pathway to securing the site on affordable terms is becoming clearer, the Executive will focus again on the robustness of the business case; the commercial arrangements between the College and Queen Mary University of London(QMUL); and the operational plans leading up to launch. The Deputy Principal will oversee the curriculum and business case development; the Executive Director will take the lead on developing apprenticeship pathways, and the COO will review the details of the property transaction and overall commercial arrangements. The IoT is now a standing item on the Executive Board agenda. ▪ Finance & Resources Committee has offered fortnightly touch points with the Executive, in making judgements subject to scrutiny. The Corporation Board was reassured that any binding approval / decision will be brought back to the board for an in-depth discussion and final commitment. <p>RESOLVED: The Corporation Board noted the current status of the project and endorsed the heightened level of scrutiny the Finance & Resources Committee continues to apply to scrutinise the project as it moves forwards</p>
15.	<p>DSS Integration Position Update The Corporation Board noted the following pertinent points:</p> <ul style="list-style-type: none"> ▪ There is strong recognition of the work and efforts undertaken by DSS. ▪ Carlos Cubillo-Barsi undertook sterling work on power BI reports and gant charts. ▪ Chair has asked whether there would be continued use of the DSS name / branding. The DSS website still exists, however, the limited companies and plc has gone. The College intention, supported by some of DSS' key employers, is to retain the brand for defined markets. ▪ The COO anticipated the financial impact of the loan write off effectively, so that this year's accounts will not be encumbered by DSS legacy decisions. ▪ Governors thanked Andrew Hughes for his commitment and contribution as a Director of DSS. ▪ The Clerk continues to work with Eversheds on the dissolution of DSS, the resignations of directors Andrew Hughes and Carlos Cubillo-Barsi have now been filed with Companies House. The Principal will act as sole director to oversee the solvent wind up of the company.
16.	<p>Human Resources Annual Report The Corporation Board noted the following pertinent points:</p> <ul style="list-style-type: none"> ▪ HR Report key metrics in terms of the voluntary severance totals 29 employees and 4 other compulsory redundancies. ▪ Olivia Besly, HR Director resigned from the College in the summer and Human Resources now comes under the line management of the COO. ▪ An interim HR consultant has been employed, bringing insight and a fresh perspective on the College's current practices. Initial observations are that the skills of the HR team will need to be strengthened. ▪ The COO is looking to recruit a permanent HR director in the first term of 2021.
CURRICULUM & QUALITY COMMITTEE	
17.	<p>Higher Education Self-Evaluation Document (SED) Report The Corporation noted the Self-Evaluation Document outlines the actions taken in the academic year 2019/20 in order to continue to address a number of historical shortcomings which were identified in the College's own review and the Open University Institutional Review. Whilst HE numbers are currently very low, it is anticipated the College will re-apply to the OfS at some point in 2022 and so</p>

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	<p>Governors spent some time on this item.</p> <p>Governors sought assurance regarding compliance with OfS teach out conditions and whether any additional support was needed to meeting teachout conditions. The DP confirmed that the College received a letter in June confirming conditions had been met. The College has appointed a highly skilled new administrator to act as key point of contact with students, and to coordinate staff responses to students, Key Academic staff have been retained.</p> <p>Governors asked what staff development was now in place, and were referred to the schedule appended to the SED, focussed on the implementation of the UK Quality Code for Higher Education, in particular the FHEQ. This has been well received by staff, improved External Examiners' reports especially on the efficacy of assessment practices.</p> <p>Governors questioned the level of student satisfaction/quality experience and how this is measured. As set out in the SED, we conduct module reviews, end of year reviews, and provide incentives to participate in NSS, noting that we have insufficient numbers of students to generate published NSS results. Students are assured of an open door policy with the Director of HE; access to the Deputy Principal; attendance at whole college events with Governors in attendance, and are represented on the College Corporation by the HE Student Governor Sadia Rafiq. Generally there are high levels of satisfaction, and far fewer complaints than in the past.</p> <p>Given that B3 (positive outcomes) was the condition that the college failed to satisfy in its OfS registration application, Governors were keen to understand overall Continuation rates; Completion rates; and outcomes of 'active students' who have exceeded their end dates and the key interventions that have brought about improvements. The Deputy Principal highlighted attendance monitoring, improved staff development (leading to improved learning experiences), academic literacy sessions, bridging programme between levels, the rigorous implementation of the Academic Regulations in particular the use of mitigation and attendance. For time expired students we have achieved very high levels of completion in excess of 85% but unfortunately too late to claim a success on the ILR.</p> <p>Governors asked about graduate outcomes and how these can be improved. The College has actively promoted engagement with employers, swift programme modifications that enabled more effective use to be made of students' professional experience, placements are monitored and students are offered a variety of placements to meet their needs. Limited graduate outcomes are to some extent a corollary of the old NUC curriculum offer that the College had already decided to move away from. The College's future HE aspiration, aligned to the IoT programme, is to provide higher level qualifications linked to proven employer demand and well paid employment.</p>
18.	<p>Self-Assessment Report (SAR) Judgements 2019-2020</p> <p>The Corporation Board noted the SAR validation panel was led by a consultant who is an Ofsted Inspector. Also noting the following pertinent points and the identified key areas for improvement:</p> <p>The recommendation is to award the following grades:</p> <ul style="list-style-type: none"> ▪ Quality of Education: Grade 2 ▪ Behaviours & attitudes of learners: Grade 2 ▪ Personal development & welfare of learners: Grade 2 ▪ Leadership & management: Grade 2 ▪ Overall Effectiveness of the college: Grade 2 (GOOD) <p>RESOLVED: The Corporation Board Approved the recommended Self-Assessment gradings 2019/2020</p>
19.	<p>In Year Performance Report</p> <p>The Corporation Board noted the following pertinent points:</p> <ul style="list-style-type: none"> ▪ Good progress made in getting learners settled back into education. ▪ Attendance, retention and staff utilisation are all stronger than at the equivalent period last year. Attendance is currently at 90%, however, attendance is slightly lower in English and Maths. Covid continues to impact learning and learners. ▪ Unmarked registers stand at 190. This is far too high but has been caused in part from the

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	<p>updating of the College's servers from an outdated ORACLE database, to a modern SQL server. This will better support the learners through a variety of different teaching methodologies. These include remote, face to face and blended learning approaches. Although not yet fully embedded.</p> <ul style="list-style-type: none"> ▪ The amended timetabling implemented to mitigate social distancing and Covid restrictions, has largely been effective. ▪ Much work has taken place to improve overall staff utilisation and this has been reflected in high attendance; high staff utilisation and high retention. The curriculum team continue to reflect and amend teaching, learning and assessment strategies in terms two and three, in order to ensure that learners achieve highly in 2021. <p>Actions to improve attendance are:</p> <ul style="list-style-type: none"> ○ Learner attendance monitoring is an agenda item on all team, management and Executive meetings. ○ Poor attendance is tackled by follow up monitoring, student disciplinaries, interventions, parental involvement and additional resources devoted to missed lessons including E tracker resources, work packs and online/ blended packages.
20.	<p>Enrolment Position Update</p> <p>The Corporation Board noted the following pertinent points:</p> <ul style="list-style-type: none"> ▪ The College has a current total of 1970 16-18 study programmes enrolments. The College's ESFA allocated number of study programmes in 2020/2021 is 2,025 learners, therefore achieving 97.3%, which is 55 short of the allocated target. ▪ The College is working closely with colleagues at the London Borough of Newham to recruit young people Not in Education, Employment or Training (NEETs) early in 2021, in order to raise the number of Hair & Beauty, Construction and Engineering provision. ▪ Adult enrolments are currently at 5,002, this total figure represents enrolments, rather than physical head counts, as adults often and typically enrol on more than one learning aim, whilst studying at College. ▪ The very late opening of community-based outreach venues since September has adversely affected the adult recruitment at the College, with recruitment running at approximately 70% of a normal year at Newham. ▪ Despite recruitment being lower than expected, largely owing to the Council decision not to open outreach centres until after half term, the Curriculum management team is confident that budgeted income will be met through a range of activities delivered in year: <ul style="list-style-type: none"> ○ Increase in adult Rail numbers in Construction and Engineering. ○ Adult ESOL learners at both sites will be undertaking, where appropriate an essential digital qualification in semester 2. ○ Several adult Access learners are undertaking English and maths qualifications in term 2. This will increase income, as each adult qualification carries additional funding. ○ All Departments have been asked to develop adult courses, in response to Newham residents who have been made redundant or unemployed through Covid challenges. It is envisaged that several of these courses will be commencing in January and February of 2022, bringing in additional income streams.
SAFEGUARDING / PREVENT	
21.	<p>a. Safeguarding & Prevent Update</p> <p>The Deputy Principal advised governors that an external organisation will be commissioned in early 2021 to undertake a safeguarding audit. This is a step to ensure the College' Ofsted readiness and training requirements. The Corporation Board reviewed and noted the safeguarding and prevent update.</p> <p>b. Safeguarding Policy</p> <p>The Board noted the updated version of the safeguarding policy is reflective of change of staff details and ensuring the College compliant and adhering to current legislation. RESOLVED: The Corporation Board Approved the safeguarding policy</p> <p>c. Prevent Strategy</p> <p>The Board noted the Prevent Strategy was updated in line with external guidance and other lead providers. RESOLVED: The Corporation Board Approved updated Prevent Strategy</p>

Item No	Item of business
	d. Safeguarding Annual Report: Submission to the London Borough of Newham <i>RESOLVED: The Corporation Board Approved the Submission of the Safeguarding Annual Report to the London Borough of Newham</i>
22.	Meeting Schedule for 2020-2021 @ 6:00pm <ul style="list-style-type: none"> • 30 March 2021 • 20 & 21 May 2021 (Annual Board Conference – venue tbc) • 13 July 2021 <p>The Corporation Board duly noted the upcoming meeting schedule for 2020/21.</p>
Student and Staff Governors were asked to leave for Part 2 of the meeting	