



	<p>Item 3.14(i)- IoT – material from the Greater Manchester IoT launch to be shared if possible.</p> <p>(ii) Environmental sustainability – the college will work on its sustainability agenda in the autumn after the Victoria move. Meanwhile, it was suggested that with the new Victoria building, <b>the College should make visible what is already happening regarding sustainable work – DofOp</b></p>	
4.3	<p><b>Chief Executive's Overview</b></p>	
	<p>The paper was taken as read with the CEO first asking the Dean and then the Regional Director North West to talk about apprenticeships and the Principal to speak on the sixth form.</p> <p><b>Apprenticeships – Dean:</b> Autumn 2023 intake is progressing well with a projected total of 135. Additionally there are three new clients for the next academic year.</p> <p><b>Greater London:</b> Launchpad period kick off is on 2 October with more data apprentices than any other pathway for the first time and will be 5 weeks and not 6, there will be 4 * 30 credit modules a year and the EPA is different with a shorter dissertation. Team resourcing is challenging across the board. In the New Year there will be multiple high intakes returning for modules as the smaller COVID cohorts start to leave. Autumn 2024 will see the last small intake graduate. The apprentice enrolment process is now 95% compliant. There is now a greater focus on QA of assessments and meeting deadlines. Finally the team reorganisation will provide greater inter-regional alignment and provide greater spans of influence for high performers.</p> <p><b>North West Region Update – Regional Director North West:</b> Apprenticeship partnerships and growth with new Partnerships for 2022-2023 have all started well with PwC partnership currently very strong with Chairman and Senior Partner of PwC UK reported as speaking positively of the partnership to other stakeholders. The Board was reassured that the College was working on this relationship. Team growth and capacity had increased due to an additional 3 people. Institute of Technology (IoT) launch event was held in April and their marketing is focused on launching the website and preparing marketing materials to support all partners. A detailed review of the Business Development Strategy is now underway and is one of the commitments with the Impetus Foundation. Some external pro bono support is likely as well to put a robust strategy in place to grow existing employer relationships, some of which have huge potential.</p> <p>The Board asked about the efficiency review and when the changes are likely to come through. The Regional Director explained that it would most likely be in two years, but some small benefits will be seen from September. The discussion on onboarding for apprenticeships and compliance challenges was revisited. The Chair asked if the College's new clients have internal procurement restrictions about retendering and CEO said that he would check on this. The Board re-iterated the need to manage these client relationships to ensure data was being collected and discussed how this was being handled across the two sites to avoid a single point of failure.</p> <p><b>Sixth Form</b> Staffing continues to be a challenge in the sixth form and staff turnover remains high due in the main to working conditions, pay and the general state of the sector. A new AP (Pastoral) and DSL has been appointed. The curriculum was discussed notably Media Studies which was no longer being offered and the two-year Digital T-Level to be introduced from Autumn 2024/25. College is working with the AoC to produce an overarching institution-level T-Level Implementation Plan as well as a specific Digital T-Level (course-level) Implementation Plan, which will allow the College to manage and track its progress. The Computer Science results had exceed all KPI targets which the</p>	CEO

	<p>Board applauded. Year 12 end of assessments for A level have been completed with students on or below their targets especially in A level Maths and Further Maths. The College continues to drive student recruitment and make more offers and a keep warm event with King is being held at the new building on 21 August. The challenge was to continue to attract a small additional number of applicants and convert them into attending assessment centres and ensure those who have been made offers accept them. Of note around 101 students have applied to the LBG Data Analyst apprenticeship with the College.</p> <p>The CEO also mentioned that significant progress in fulfilling the requirements of the Salesforce grants has been made with a considerable number of short courses to encourage and support more diverse candidates to apply for the College's apprenticeships across London, Manchester and other regional centres. Fundraising finished the year ahead of target and the pipeline of existing and potential donors has been refreshed with a number of exciting partnerships to take forward and the prospect of the new buildings is generating lots of new interest. Finally the CEO advised that work was still ongoing to update the HR policies. The College has introduced a more defined set of expectations for staff in-terms of working patterns and rolled out a range of new benefits for staff (e.g. cycle to work, season ticket loans), also work has been done on the development of line managers, however talent attraction and retention were still far more challenging. Finally it is the intention to recruit for a Head of People over the summer.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>the Chief Executive's Overview Report was received and noted by the Board</b></li> <li>(ii) <b>CEO to check if clients' internal procurement restrictions apply to any retendering applications</b></li> <li>(iii) <b>CEO to provide more details on Salesforce grant use and the short courses</b></li> </ul> <p>Geoff Stevenson left the meeting at 16.31</p>	CEO
4.4	<p><b>Safeguarding and Prevent Update</b></p>	
	<p>The CEO briefed the Board on the latest safeguarding updates explaining that this had been covered in detail at the recent Education committee meeting and that there were no major issues to bring to the meeting.</p> <p><b>Sixth Form</b></p> <p>The number of learners being supported by the safeguarding team remained in line with the previous reporting period. A new AP (pastoral) / DSL with FE experience was now in post and had been working on CPOMS noting that the current categories used on CPOMS for Sixth Form learners are not in line with the statutory Section 11 Safeguarding Audit requirements and will be reviewed and modified before the start of the next academic year.</p> <p>Of note the level of safeguarding and mental health concerns is below the national average for 16-19 learners, however this could be due to the cohort size or under reporting.</p> <p><b>Apprentices</b></p> <p>The Dean briefly covered the number of safeguarding incidents which was very low and there had been no need to signpost these apprentices or utilise the counsellor service.</p> <p>There were no Prevent concerns raised across the College.</p> <p>CEO and Principal advised that with the move to Victoria, the change of local authority and joining both the Sixth Form and Apprenticeship provision will require not only updates to be made to policies and procedures but also an updated Prevent risk assessment. The Board asked about the additional risks (e.g. site supervision and duties) for the new location with the assurance provided that the new DSL is looking at the</p>	

	<p>lockdown procedures. Additionally staff training for safeguarding and Prevent will need to be adapted to reflect the presence of 16-19 and adult learners at Victoria as well as the new location with the CEO and Dean both providing reassurance that all staff will need to be aware of issues with a shared understanding.</p> <p><b>Resolved that the Safeguarding and Prevent update was received by the Board</b></p> <p>Tina Götschi left meeting at 16.39</p>	
4.5	<p><b>FE Sector update, AoC Manifesto and Ada's profile raising through to next election</b></p> <p>CEO presented a brief update on the FE sector and the AoC Manifesto highlighting that Funding remained very constrained however higher-level degree apprenticeships were reasonably well funded. Staff pay and turnover was a huge issue across the sector with most colleges offering 2-3% in 2022-23. T-levels were now becoming a focus issue however many colleges are complaining that the work placement expectations are impossible to deliver at scale with most employers only taking a handful of placements. The College will pilot a small cohort of T-level students enrolling in Sept. 2024 on a 'test and learn' basis. Of note the Chair said this was an area to be fully mindful of and that changes may be needed.</p> <p>There was a brief discussion on Generative AI with the DfE looking to understand how colleges are currently using AI and the opportunities and challenges it poses. The Board felt this would be an opportunity to showcase students regarding this.</p> <p>The AoC Manifesto for the next Election sets out five urgent areas for a new government to act, i.e. aging population, climate change, digitalisation, economic growth and productivity and Britain's place in the world. The College's current curriculum model would seem to directly address the digitalisation and economic growth and productivity but at the current time the other 3 would be out of scope.</p> <p>There was a brief reference to a possible political/government change next year and the Board felt that it was essential to remain bipartisan.</p> <p><b>Resolved that update on FE Sector, AoC Manifesto and Ada's profile were received and noted by the Board</b></p>	
4.7	<p><b>Management Accounts for April 2023</b></p> <p>P9 Management accounts to April 2023 show a year to date deficit of £108k. Income to date is £2,883k and Expenditure to date is £2,990k. The full year forecast now predicts a deficit of £134k against the original budget deficit of £850k (variance £716k). Further clarification on the figures covered income which included: fundraising which had exceeded target by £132k; apprenticeship income, the variance for which was driven by not meeting targets and the delay in EPA delivery and; additional income which exceed target by £178k due to reimbursements for Blossom Street, capital project management costs occurred since last January 2022 paid twice and delayed payment from Haringey council for short courses. The main driver of expected variance of £463k is due to the delay in staff recruitment especially in apprenticeships and in the Salesforce project. Additionally the College has received £475k of capital funding for various initiatives but this has not been included in the management accounts, cash days or in the operating budget forecasting for 23/24 and 24/25. It is now expected that the College will finish the year with £1,009k in the bank, which calculates 88 cash days. Salesforce (outreach and short courses ) there is an underspend with more complex deliverables. CEO said that there would be a brief item on this for the next meeting. Industry partners are keen on short courses, and it is a value add.</p> <p><b>Resolved that:</b></p> <p><b>(i) the Management Accounts for April 2023 were received and noted by the Board</b></p>	CEO

	<b>(ii) CEO to provide information on short courses for next meeting</b>	
4.8	<b>Organisational Targets &amp; KPIs</b>	
	<p>DofOp presented the updated strategic KPIs of which out of the ten KPIs, three were RAG rated as amber and behind their targets, but thought be able to be corrected.</p> <p><b>Sixth Form confirmed offers</b> – It is thought 150 offers can be made and therefore the enrolment target will be met. Staff working on the pipeline of applicants to convert applicants into offer holders</p> <p><b>Number of sixth form total applications volumes</b> - Unlikely to hit the target but the target is based on an old formula which is not fit for purpose. Staff have been working hard with improved 'keep warm' activity, comms and getting applicants through to enrolment and not flooding the pipeline with applicants to process. Board suggested that going forward it would be beneficial to look at conversion rates.</p> <p><b>Percentage of new female apprentices</b> - target set at 40% currently at 36%</p> <p>Board wanted to say well done on attendance level which should feed into other areas.</p> <p><b>Resolved that Organisational Targets &amp; KPIs were received and noted by the Board</b></p>	
4.10	<b>Strategic Level Risk Register</b>	
	<p>There have been no new risks added since the April Board meeting and no risks that have been closed. Of 23 strategic risks, there were five red risks as previously discussed, two have moved in a positive direction and the remainder had not changed. As reported at the recent Audit meeting the two that have moved positively were:</p> <p>(i) risk of failure to secure a suitable permanent home for the College in Manchester to timelines and quality standards required Board approval in April to continue with the project.</p> <p>(ii) risk of insufficient resource and cashflow to successfully deliver two capital/relocation projects - mitigated the cashflow risk with 60 day payment terms from the contractor, DfE claims process is well within this timeframe, the additional capital spend budgeted for Blossom Street.</p> <p><b>Resolved that the revised Strategic Level Risk Register was received and noted by the Board</b></p> <p>Ben Brodie left meeting 17.51</p>	
4.11	<b>Accountability Statement Sign-off</b>	
	<p>The CEO provided background to the accountability statement which will now be an annual process and is in response to the statutory duty placed on colleges in June 2022, to produce and publish an Annual Accountability Statement as part of their annual funding agreement with the Education &amp; Skills Funding Agency. The key part of the statement covers the 7 aims which are aligned with the College's strategic aims in the plan 'Evolving to Ada 2.0'. Each aim had commentary explaining the impact and/or contribution to the national, regional and local priorities for learning and skills. For reassurance the Education committee, Board Chair and Vice-Chair had reviewed and made suggested amendments to the statement before its presentation to the Board for sign off. The Chair confirmed that all Board Members had been sent the statement for review and asked if there were any further comments. The Board approved the document.</p> <p><b>Resolved that the Accountability Statement was received and approved by the Board</b></p>	
4.12	<b>Annual Governance Framework – cycle of business – 23-24</b>	
	<p>The Cycle of Business changes for 2023-24 was presented with the following additions:</p> <ul style="list-style-type: none"> <li>• Accountability Statement for Board approval in the March meeting</li> <li>• Approval of all sub-committee terms of reference in the July meeting</li> </ul> <p><b>Resolved that the revised Annual Governance Framework for 23-24 was received and approved by the Board</b></p>	

4.13	<b>Approval of the documents</b>	
	<p>The following documents had been reviewed by their respective committees and recommended to the Board for approval:</p> <p><b>Standing Orders</b> – small textural changes to titles and addition of Appendix IV covering Conflicts of Interest Policy.</p> <p><b>Terms of References:</b></p> <ul style="list-style-type: none"> <li>• <b>Board Membership</b> - quorum to be 3 and under clause (d) meetings to take place termly as opposed to twice a year</li> <li>• <b>Remuneration</b> - changes included further details on membership, quoracy, Chair, clerking arrangements, powers; review by the Board and minor amendment to Clause 6 – addition of other policies specifically addressing Senior Post Holders</li> <li>• <b>Education</b> – changes to membership, quorum, Chair, Clerking arrangements, meetings and review by the Board.</li> <li>• <b>F&amp;R-</b> changes included further details on membership, quoracy, Chair, clerking arrangements, review by the Board, who may attend.</li> <li>• <b>Audit</b> - changes included: quorum (3); Chair including tenure of 3 years; review by the Board and remit - under clause 12(a) inclusion of Conflicts of Interest Policy</li> </ul> <p><b>Policy for Remuneration of Senior Post Holders and Clerk</b> – a new policy which identifies key principles underpinning the College’s approach to executive remuneration aligned with its strategy and business.</p> <p><b>Conflicts of Interests Policy</b> – a new policy to help ensure that when actual or potential conflicts of interest arise, the College has a process in place under which the affected individual will advise the governing body about all the relevant facts concerning the situation. For reassurance, the FD would be able to advise the board if there was any conflicts of interests involving and subcontractors.</p> <p><b>Gifts &amp; Hospitality Policy</b> – a new policy to guard against the risk of allegations of impropriety by individuals. Gifts generally refer to items of value given to or by employees. Hospitality includes meals, beverages, and travel and accommodation expenses. The threshold of £50 was suggested as appropriate. The Board agreed and approved.</p> <p><b>Resolved that the above standing orders, terms of reference and policies were received and approved by the Board.</b></p>	
4.14	<b>Notification of Chairs of Committees</b>	
	<p>Further to the recent Board Membership committee meeting 30 May 23, the committee reviewed the committee membership and recommended that the current chairs of the committees be re-appointed for 2023-2024 with the exception of the Education committee where the current chair was standing down.</p> <ul style="list-style-type: none"> <li>• Audit – Gillian Lancaster</li> <li>• Board Membership – Kevin Walsh</li> <li>• Education – Steve Stanley replacing Anna Douglas</li> <li>• Finance &amp; Resources – Phil Kemp</li> <li>• Remuneration – Nick Wilcock</li> </ul> <p><b>Resolved that the Board approved the appointment of the chairs of committees for 2023-24</b></p>	
4.15	<b>Committee Chairs' Feedback</b>	
	<p>The Chairs of the following committees provided brief feedback on their respective meetings:</p> <ul style="list-style-type: none"> <li>(i) Board Membership – 30 May 2023 – covered under item 4.14 and 4.16</li> <li>(ii) Education – 19 June 2023 – covered under 4.3, 4.4, 4.8 and 4.11</li> <li>(iii) Finance &amp; Resources – 23 June 2023 – covered under items 4.6, 4.7, 4.9 and 4.13</li> <li>(iv) Audit committee – 3 July 2023 – covered under item 4.10 and 4.13</li> </ul>	

	<p>The Board Chair asked if there were any questions on the above that had not been addressed in the previous agenda items and there were none.</p> <p><b>Resolved that the following Committee Chairs' Feedback were received and noted by the Board:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Board Membership</b></li> <li>(ii) <b>Education</b></li> <li>(iii) <b>Finance &amp; Resources</b></li> <li>(iv) <b>Audit</b></li> </ul>	
4.16	<p><b>Corporation Board Self-Evaluation</b></p> <p>The self-assessment questionnaire used for 2021/22 will be used again for 2022/23 so that a direct comparison can be made. Again a target of 80% has been set for governor satisfaction with the effectiveness of the Board. The KPI to be calculated by assigning values to responses. All returns are requested by end of July 23.</p> <p><b>Resolved that the Corporation Board Self-Evaluation was received by the Board and for it to be completed and returned to the Clerk by 31 July 23</b></p>	
4.17	<p><b>Forward agenda items</b></p> <ul style="list-style-type: none"> <li>1. Environmental sustainability</li> </ul>	
4.18	<p><b>Any Other Business</b></p> <p>The Chair said there were some items of business to be raised:</p> <ul style="list-style-type: none"> <li>1. the Staff governor advised the Board that Sir David Spiegelhalter, a British statistician and a Fellow of Churchill College, Cambridge would be coming to the college to speak.</li> <li>2. Board members were reminded that the Clerk would be sending them information on webinars and courses regarding the sector and if interested in them to register and complete their personal development/training log for 23-24 as this was identified as an omission during the internal audit.</li> </ul> <p>All staff members were asked to leave the meeting for the next item at 18.05</p> <p>There was no other business.</p>	
	<p><b>Date of Next meeting:</b></p> <ul style="list-style-type: none"> <li>• 10 October 2023 at 09.45</li> <li>• 13 December 2023 at 15.45</li> <li>• 24 April 2024 at 15.45</li> <li>• 3 July 2024 at 15.45</li> </ul>	
	<p><b>Close of meeting</b></p>	
	<p>Meeting closed at 18.23</p>	