

Confirmed



**Minutes of the Meeting of the
BOARD**
**held on Wednesday 6 March 2019
at 3.45 pm
at Broad Lane, Tottenham Hale, N15 4AG**

Present:	Nick Wilcock [<i>Chair</i>]	External Member
	Anna Douglas [<i>Co-Vice Chair</i>]	External Member
	Chris Payne [<i>Co-Vice Chair</i>]	External Member
	Amali de Alwis	External Member [<i>withdrew for part item 19/07 and 19/08</i>]
	Olga Bonney-Glazik	Staff Member [<i>withdrew for Items 19/13 and 19/14</i>]
	Steve Davies	External Member
	Rachel Jackson	External Member
	Dame Zarine Kharas	External Member
	Gillian Lancaster	External Member [<i>from Item 19/04b</i>]
	Salman Momen	External Member
	Mohammed Shekh	Student Member [<i>withdrew for Items 19/13 and 19/14</i>]
	Mark Smith	CEO [<i>withdrew for Items 19/13 and 19/14</i>]
and by remote participation:	Jeni Tennison	External Member
	Kevin Walsh	External Member [<i>items 19/02 – 19/12</i>]
In attendance:	Gill Winward	Clerk to the Board
	Tom Fogden	Dean [<i>withdrew for Items 19/13 and 19/14</i>]
	Hazel Colbe	Head of Apprenticeships Programmes [<i>for Item 19/06b</i>]
	Gayle Saundry	Interim Principal [<i>Items 19/02 – 19/05</i>]
	Sophie Runcorn	Programme and Performance Manager [<i>for Items 19/07-19/09</i>]
and by remote participation:	Jayshree Shah	Finance Director [<i>Items 19/02 – 19/07</i>]
Apologies	Kym Andrew	External Member
	Kalina Bontcheva	External Member
Declarations of Interest:	None stated	

The Chair welcomed Ms Lancaster and Mr Momen to their first meeting as Board Members.

Action

19/02 MINUTES OF THE PREVIOUS MEETINGS

The open sections of the minutes of:

- a) the meeting held on 12 December 2018, and
- b) the Special Meeting held on 26 February

were **APPROVED** to be signed by the Chair as an accurate record.

19/03 MATTERS ARISING

- a) *Item 18/63: CEO report (Safeguarding Lead Governor)* – the Chair reported on the multi-way conversation that had taken place recently to follow up on the suggestions made previously and agree new arrangements. This would include shared responsibility remaining with the Board but also a regular monitoring role for the Education Committee.
- b) *Item 18/74: Board business (Founding Partner proposals)* – The Chair reminded Members of the idea that had been floated, to recognise the contribution of original Board Members who were now stepping down from the Board. All **AGREED** with the proposal and the Chair was asked to follow-up with the individuals concerned.

NW

19/04 MID-YEAR OPERATIONAL REVIEW

a) 6th Form

The Interim Principal presented the report, giving an overview on progress and predictions. An analysis by subject area had also been provided, which highlighted many of the actions in hand.

The Interim Principal responded to questions and other comments made by Members throughout the above.

It was **AGREED** that the Education Committee should:

TF/GS/Clerk

- [i] examine the points raised in the context of the Teaching and Learning Strategy that had been discussed previously with them. The Interim Principal stressed that the quality of Teaching and Learning was a key focus.
- [ii] examine the curriculum offer:

Discussion moved on to embrace features of the teaching personnel and the profile of learners enrolled on various courses. The subject of resourcing was also aired. Additional pastoral support was mentioned as a particular need. Management were **REQUESTED** to bring this topic back for further discussion next time.

MS/TF

The CEO highlighted progression topics, noting that some current offers form universities and apprenticeship courses were not particularly stretching for individuals, thus were not providing incentives to achieve high results.

The remaining update was **NOTED**.

Ms Lancaster arrived and it was agreed to take other agenda items in a different order to that listed, to facilitate management availability.

19/05 MID-YEAR SAFEGUARDING REPORT

The Interim Principal presented the contents of the report which included:

- Behaviour for learning
- Safeguarding and welfare
- Prevent
- Safeguarding Risk Assurance
- Training

highlighting particular features throughout and responding to questions.

There was an extensive discussion on the behavioural issues that had been raised and a suggestion was made that the parents involved should be kept informed.

GS

The Interim Principal also updated the Board that, since the report had been prepared, a 'case for concern' had been brought to the college's attention and had been dealt with. It was reassuring to note that the individual involved had felt comfortable enough within the college to raise the concern directly with staff.

It was noted that there were no 'Prevent' concerns at the present time.

Responding to a final question on the report, the Interim Principal outlined the timescales envisaged for various actions that had been listed.

The Dean then reported verbally on the situation with apprenticeships provision, where some individual cases of concern had arisen.

The CEO also referred to various incidents occurring outside of college, but in the vicinity.

The report and verbal updates were **NOTED**.

Ms Saundry left the meeting and Ms Colbe joined.

19/06 MID-YEAR OPERATIONAL REVIEW (continued)

b) Apprenticeships

The Head of Apprenticeships Programmes (HAP) presented the paper and gave especial emphasis on the role and importance of end-point assessments. The first occurrence of these had just taken place at Ada and the processes and experiences involved were described.

It was noted that the 2nd cohort would be undertaking the same process in June and the current preparations were outlined.

The HAP moved on to describe some programme changes that were being introduced and which might suit some employers better.

Following a question, a discussion emerged on the topic of poaching by employers. The Board were informed that the college contract was being

reviewed to try and address any difficulties here, to ensure that appropriate costs were covered in all eventualities.

The CEO added further information that:

- Recent conversations with employers, as part of relationship management, had been positive
- Academic performance in the degree programmes was very strong

The report and developments was **NOTED**.

Ms Colbe left the meeting and Ms Runcorn joined

19/07 FINANCE REPORTS

a) Mid-year position

The Finance Director gave an overview of the situation at the end of Period 6. This included information on an improved year-end forecast, largely due to funds received from Salesforce. Other key contributing factors were also highlighted.

Members were also informed that the cashflow position was currently sound. A supporting factor here was the funding that would be received in-year for the additional student numbers above budgeted levels. The Finance Director also responded to questions on the working capital loan.

Resourcing matters were then examined and especially staffing related to safeguarding (as covered earlier in the meeting), and also significant additional numbers within the Apprenticeships team. The latter were needed to handle the volume of learners now being serviced.

Ms de Alwis temporarily withdrew from the meeting

Questions were raised on how the finances of both main delivery streams were self-financing and to what extent cross subsidisation took place. The Finance Director offered to circulate extra information on the forecasted income by such analysis and the various sources. It was **AGREED** that the income/cross subsidy information would be used at the upcoming Board Strategy Day.

JS

Discussion returned to the working capital loan and repayments. The Finance Director reminded Members of the revised profiling agreement that had been reached with the DfE and approved by the Board. The consensus was that the new scheduled should be adhered to.

b) 2019/20 Budget setting – process and key assumptions

The Finance Director highlighted the key assumptions surrounding both 16-19 and Apprenticeships delivery. The ESFA had now confirmed its 16-19 funding for the college next year, being based on 130 learners. It was the intention to share with the Board the various scenarios on different Apprenticeships volumes, for planning purposes.

JS

Other key budget elements of fundraising, salaries, on-costs and property were also highlighted. It was noted that there would be a significant increase in the Teachers' Pension Scheme costs (employer contributions) and this would need to be addressed. There were sector moves to seek government assistance with this.

The timescales for developing the 2019/20 budget were then outlined.

Questions and further debate took place, including on:

- Fundraising and how related targets were developed. The CEO explained the current approach and reminded the Board of the desire to decrease reliance on this, especially with regard to the operational budget.
- Apprenticeships delivery and resourcing was discussed again. It was noted that the sensitivity analysis, to be considered at the Strategy Day, would be crucial.

The reports were **NOTED**

Ms Shah went off-line

19/08 ESTATES REPORT

The Programme and Performance Manager (PPM) presented the headlines of the report, the two key elements being:

- Land valuation – restricted use valuations had given rise to some issues with the funding bodies, but these had now been resolved. Sight of confirmation of this was requested by the Board. **SR**
- Land transfer – there had been delays with the landowner. It was noted the original development agreement had expired in May 2018.

The Chair reported on next steps and an upcoming important meeting on 14 March. The CEO was asked to communicate the outcomes of this as soon as possible. It was noted that there could be a need to develop a 'Plan B' after this date. The CEO pointed out that GLA support may be dependent on the current planned locations. **MS**

Debate took place on the desirability of, and issues with, moving quickly to a 'Plan B' position, compared to further delays. The Board were reminded of the end-date on the Broad Lane lease (December 2020), which was another critical factor. The relative positions and priorities of the funders and local authorities were also touched upon. It was noted that the delivery of Apprenticeships activity was comparatively easy to move to any location, whereas the 6th Form provision was more tied to the current area.

The Dean reported that the new Whitechapel premises would be fitted-out over Easter and the work would likely take 3 weeks.

The Board **NOTED** the update and that:

- [i] Detailed Ashley Road designs would be presented at the Away Day **MS/SR**
- [ii] A 'Plan B' should also be developed at the Away Day **ALL**
- [iii] The Capital Project Committee Chair would be requested to attend the Board Strategy Day. **SR**

Ms de Alwis re-joined the meeting

19/09 ORGANISATIONAL MONITORING - MID YEAR POSITION

The PPM introduced the reports as follows:

a) Top KPIs

Members were reminded that areas marked as 'red alert' topics had been covered in detailed reports earlier in the meeting. The PPM also pointed out that some areas could not be measured at this stage in the year.

Some questions arose, including on recruitment and outreach work. The CEO and PPM responded to a query on 'amber' areas, and whether any could become 'red': it was noted that female recruitment and attendance were areas to watch. The Board **REQUESTED** further information on these at the next meeting. **SR**

b) Key Risks

The key elements were highlighted, and the Board **REQUESTED** that there should be a focus on staff retention and recruitment, as areas to watch carefully. **SR**

Ms Runcorn left the meeting

19/10 CHIEF EXECUTIVE'S REPORT

The CEO pointed out that many items had already been covered, but referred to some other areas and key matters to address. These included reviewing various aspects of the organisational structure and operation, as the college came towards the end of its 3rd year of delivery. Further details would be covered at the upcoming Board Strategy Day. **MS**

Topics covered in the report embraced:

- Recruitment volumes
- MIS matters
- Multi-site operation and impact on culture and operations
- Fundraising and financial matters
- Expansion feasibility study

It was **NOTED** that the latter would be circulated to Members before the Strategy Day. **MS**

19/11 BOARD AND COMMITTEE MATTERS

The Clerk's report covered a number of topics and the Board:

- [i] **NOTED** the updated membership lists and meetings dates
- [ii] **APPROVED** the expansion of the Capital Project Committee by one Member and appointed Dame Zarine Kharas to that position **Clerk**

Action

- [iii] **APPOINTED** Salman Momen to the vacancy on the Education Committee **Clerk**
- [iv] **NOTED** the continuing vacancies on the Audit Committee and asked for volunteers to take on these roles and/or suggestions for external candidates to take on a co-opted role **ALL**

19/12 ANY OTHER URGENT BUSINESS

The Chair noted that a decision had been taken to postpone the planned valedictory dinner until the end of the operating year.

The Staff & Student Members and Management then withdrew for the final items and Mr Walsh went off-line.

Date of Next Meeting: Scheduled for 15 May at 3.45pm

The meeting closed at 6.05 pm

Confirmed as an accurate record:

Signed.....
(Chair)

Date.....