

**Minutes of the Meeting of the**

**BOARD**

**held on Wednesday 17 May 2017**

**at 3.45 pm**

**at Broad Lane, Tottenham Hale, N15 4AG**

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| **Present:** | Nick Wilcock *[Vice Chair]* | External Member |
| Steve Davies | External Member |
| Chris Payne | External Member |
| Jeni Tennison | External Member |
| Kevin Walsh | External Member |
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| **and by remote**  **communication:** | Andrew Butcher | External Member |
| Jayshree Shah | Finance Director  *[items 17/28 and 17/29]* |
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| **In attendance:** | Gill Winward | Clerk to the Board |
| Mark Smith | CEO |
| Tom Fogden | Dean |
|  | Beth Lackenby | Greater London Authority |
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| **Apologies:** | Tom Ilube *[Chair]* | External Member |
|  | Sir Rod Aldridge | External Member |
|  | Kym Andrew | External Member |
|  | Rachel Jackson | External Member |
|  |  |  |
| **Declarations of Interest:** | None declared | | |

*In the expected absence of the T.Ilube, the Vice Chair took the chair for this meeting*

*It was agreed that the agenda items be taken in a different sequence to that planned, to maximise the availability of Members and contributors*

|  |  | **Action** |
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| **17/23** | **MINUTES OF THE PREVIOUS MEETING**  The minutes of the meeting held on 29 March 2017 were **APPROVED** to be signed as an accurate record. |  |
| **17/24** | **MATTERS ARISING**   1. **Item 17/13c) – Aldridge Foundation MOU:** The CEO reported that a final draft had been circulated after the last meeting for comment and, following this consultation, was now being presented for final approval   The Memorandum of Understanding was formally **APPROVED**   1. **Item 17/22** **– Any Other Business: Training for Board Members:** It was noted that a training session had taken place immediately prior to the Board meeting, on the subject of preparing the Board to be ‘Ofsted Ready’. A number of actions had been agreed at that session, being a need to:  * follow up with some inputs for those Members who had not been able to be present that day * develop data dashboards (the Education Committee would look into this) * develop a college Self Assessment process * look at Members’ meeting attendance statistics and quorums   It was noted that all other action points or matters arising had either been dealt with or were on that day’s agenda. | **Clerk**  **TF/Clerk**  **CEO/TF**  **Chair/Clerk** |
| **17/25** | **ORGANISATIONAL GOALS - UPDATE**  The CEO introduced the item by explaining that the KPIs had now been renamed ‘Organisational Goals’. Work to develop appropriate goals for 2017/18 would begin in the next 4-6 weeks, also a suitable monitoring system.  Members were then taken through the details of the report showing progress towards the 16/17 goals covering, in particular:   * Diversity * Enrolments and recruitment, including for apprenticeships * Finance – noting a break even point may just be missed * Real Estate – noting the planning application for Ashley Road was due to be submitted later that week   There was substantial discussion on the recruitment topic with a possible need to ‘Red RAG’ this at this stage. The CEO provided further update on employer interest and associated discussions. It was noted there was no cyber security programmes as yet.  ‘In year student progress’ was also a subject for some debate and it was identified that there was the potential for some useful data on this that could be shared with the Board, possibly at the next meeting.  This was **NOTED** |  |
| **17/26** | **OPERATIONAL UPDATE AND PROGRESS**   1. **6th Form**   The Dean updated the Board on the present position, noting that this was the main exam term though this did not apply to computer science. Members also heard about a recent off-site event for the students and future plans for such.  The progress was **NOTED**   1. **Academic performance projections**   Members were handed a detailed sheet showing projected outcomes for learners which ‘fleshed out’ the statistics shown in the tabular form in the circulated paper. The Dean described in some detail the rationale behind the categorisations and likely future actions.  Lengthy discussion followed on the reasons behind individual progress; interventions made; and responsiveness to these, with a number of questions being raised by Members and responded to by management. The enquiries covered initial expectations, the meeting of these, and ‘lessons learned’ on possibly structuring things differently in future. A key factor may have been poor individual study skills and a debate took place on whether earlier exit interventions should be considered for the future. Calibration between the now known progress versus initial assessments was also raised and Members heard that this would be re-examined once actual outcomes were known.  Members **NOTED** the report and related discussions and that there was still sufficient time for some turnaround with individuals.   1. **Apprenticeships**   The CEO informed Members of recent induction activity for the new intake. The Board **NOTED** this and the recent recruitment information shared earlier in the meeting. |  |
| **17/27** | **UPDATED 5-YEAR BUSINESS PLAN**  The CEO explained that the GLA had requested an update to the original Business Plan which had been prepared in 2015, especially now that the college was operational and the realities being experienced could differ from original assumptions.  The updated document was still in draft form at present and reflected the current trajectory. A secondee was to join the college for a 6 month period and would look at organisational growth dimensions.  The CEO asked Members to examine in particular the operating and financial model sections of the document. Discussion followed on all elements of the draft, including resourcing aspects and other sensitivity analyses.  The Board then **AGREED:**  [i] the updated Business Plan, in principle  [ii] that all Members should be asked to undertake further review of the document outside of the meeting and send in any comments  [iii] that the Chair and Vice Chair be authorised to give final and formal approval should this be necessary before the next meeting  The CEO emphasised the existence of an action plan to move the college from the current and expected deficit position, which was linked to the building of initial capacity, through to a growth phase.  *Ms Shah joined the meeting by remote access* | **Clerk** |
| **17/28** | **GOVERNANCE AND MEMBERSHIP TOPICS**   1. ***Sector Governance***   Members **NOTED** the recent letter to the sector from the newly merged Education and Skills Funding Agency, containing key points on strong financial management and governance.  ***b)******Committee Memberships***  The Board **APPROVED** the following Committee changes:  *Remuneration Committee*: Tom Ilube to be replaced as a Member by Steve Davies  *Search Committee*: Tom Ilube to be replaced as a Member by Nick Wilcock and as Committee Chair by Kevin Walsh (existing Member)  *Education* *Committee:* Tom Ilube to stand down and replacements identified once new Board Membership appointments have been made |  |
| **17/29** | **MEETING DATES 2017/18**  The schedule of proposed dates was **APPROVED**  *Ms Tennison left the meeting.*  *At that point the meeting became inquorate, thus closed formally at 5pm.*  *Those remaining continued discussions on the remaining topics on an informal and information sharing basis covering:*  *• Budgets 2017/18*  *• Finance Report*  *• Estates Update*  *• New website wireframes*  *• CEO’s Report*  *• Risk Register*  **Confirmed as an accurate record:**  **Signed…………………………………………………………………………………..**  *(Chair)*  **Date………………………………………………………………………………………** |  |