

**Minutes of the Meeting of the**

**BOARD**

**held on Wednesday 13 December 2017**

**at 3.45 pm**

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

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| **Present:** | Kalina Bontcheva | External Member |
| Andrew Butcher | External Member |
| Rachel Jackson | External Member |
| Chris Payne | External Member |
| Mark Smith | CEO |
|  |  |  |
| **In attendance:** | Gill Winward | Clerk to the Board |
| Tom Fogden | Chief Operating Officer |
|  | Jayshree Shah | Finance Director *[to item 17/66]* |
|  | Adam Rogers | Vice Principal *[to item 17/69]* |
|  | Sophie Runcorn | Strategy and Performance Manager *[from item 17/70]* |
|  | Beth Lackenby | Greater London Authority |
|  |  |  |
| and by remote | Sir Rod Aldridge | External Member *[to part item 17/71]* |
| access: | Kym Andrew | External Member |
|  | Steve Davies | External Member |
|  |  |  |
| **Apologies** | Tom Ilube *[Chair]* | External Member |
|  | Nick Wilcock *[Vice Chair]* | External Member |
|  | Jeni Tennison | External Member |
|  | Kevin Walsh | External Member |
|  |  |  |
| **Declarations of Interest:** | Mr Payne declared his links with Lewisham College via the NCG Group and thus potentially competing on bids for funding | |

In the unplanned absence of both the Chair and Vice Chair, Mr Payne was invited by Members to chair the meeting. Everyone then introduced themselves, given several new faces present.

|  |  | **Action** |
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| **17/62** | **MINUTES OF THE PREVIOUS MEETINGS**  The minutes of:   1. The meeting held on 27 September 2017 and 2. The Special Meeting held on 30 October 2017   were **APPROVED** to be signed by the Chair as an accurate record. |  |
| **17/63** | **MATTERS ARISING**  Most actions had been completed or were in hand. Special mention was made of:   1. *Item 17/50- 6th Academic Action Plan* : the Vice Principal would pick this up and present a revised report next time 2. *17/52 – FE Commissioner’s Report:*  the angle on preparation for Ofsted was covered in the SAR/CIP item 3. *Item 17/49 – Student Performance:* – The briefing on ALPS system was still to be arranged as soon as a suitable agenda opportunity arose   *It was agreed to take items relating to finance and audit next* | **AR**  **TF/Clerk** |
| **17/64** | **AUDIT COMMITTEE’S ANNUAL REPORT 2016/17**  The Clerk explained the background and purpose of this report, which was a sector requirement. It included an overview of the Committee’s work in the year but also a summary of independent auditor reporting and recommendations concerning the approval of the annual accounts *(next agenda item).*  Responding to a question on whether there were any matters of concern for the Board to be aware of, the two Committee Members present reported that there was nothing of great importance to note. However, the Committee’s work was only just getting underway and was still developing. One key element to develop further was the matter of internal controls and the assurance framework, which would help determine the College’s Internal Audit requirements going forwards. Discussion had taken place on this at the Committee’s meeting earlier that afternoon.  For the 2016/17 external audit a ‘clean’ opinion had been provided and there was nothing material of note in Buzzacott’s report. One specific recommendation from the auditors that had been approved was the use of credit rather than debit cards.  The Committee’s Annual Report was **NOTED.** |  |
| **17/65** | **ANNUAL ACCOUNTS 2016/17**   1. **Annual Report and Financial Statements**   The Finance Director presented the paper and confirmed the accounts and statements had been externally audited. No material issues had been found and the Auditors had issued a ‘clean’ opinion, as mentioned earlier. It was noted that this work covered both the main college accounts and those of the subsidiary company.  Responding to a question on any concerns, the Finance Director pointed out that, as with any other educational establishment, ‘going concern’ was always going to be a matter to keep a close eye on. Members’ attention was then drawn to the cashflow statement in the pack of meeting papers, which demonstrated that the position was stable and that the Board kept a regular and monitoring eye on the subject.  The Board then **APPROVED** the Annual Report and Financial Statements for year ended 31 July 2017, including all the subsidiary Statements, and authorised the Chair and CEO to sign them.   1. **Letter of Representation**   The Finance Director explained the purpose of this, which was a requirement from the Auditors that the Board formally declare to them that everything relevant had been disclosed.  The Letter was **APPROVED** to be sent. | **MS/TI** |
| **17/66** | **FINANCE REPORT – PERIOD 3**  The Finance Director drew out the highlights from the report, which included   * Some variances owing to apprenticeships recruitment * Some additional funding secured from other sources * Costs were under control * Cash reserves should also be sufficient to see the College through 17/18, however fundraising targets would need to be met to support this.   During ensuing questions and discussion, the Finance Director referred to the 5 Year Plan. Although numbers of 16-19 learners would fall, apprenticeships would increase and that area of delivery was more lucrative. The following year (18/19) was expected to be easier than this and for the working capital loan to be paid back.  The report and current position was **NOTED**.  *Ms Shah left the meeting and the agenda then reverted to the scheduled order* |  |
| **17/67** | **ANNUAL HEALTH AND SAFETY REPORT 2016/17**    The CEO presented the Report and drew attention to two key points:   * The topic had been taken very seriously and great efforts made to ensure compliance in the new building * The actions that were in train for the rest of the year.   The Chief Operating Officer added that some of the information was historic, being an Annual Report, and that many gaps previously identified were now filled.  A number of questions followed:   * *Health & Safety Policy –* This existed and was on the website. The Clerk was requested to circulate a link. * *Security risks –* A Business Continuity Plan existed but was generic and non-specific. This would be looked at. * *Fire Risk Assessment –* these had been delayed but the Board requested this be revisited immediately. * *Board’s Legal duties* – the Clerk gave an overview and undertook to circulate more information * *CCTV operation* – the CEO added explanation   The Board **NOTED** the report and responses | **Clerk**  **MS**  **MS**  **Clerk** |
| **17/68** | **STUDENT AND APPRENTICES PROGRESS 2017/18**  The COO, supported by the Vice Principal, provided an update on these areas with the following key elements:   1. **6th Form:**  * 2 sets of internal exams had taken place, to monitor progress * Intervention actions, where needed, were described * Noted importance of Year 13 academic results, given these will be the first public ones for the College * Additional support being provided where literacy needs existed * Analysis work, using ALPS data, was taking place and supporting predictions * Attendance statistics were covered in the KPI paper  1. **Apprentices**    * 2 cohort groups existed, both giving rise to different experiences    * Some difficulties experienced with Cohort 2 and associated employers    * Cohort 1 had all passed their first year    * Staff and management were continually learning lessons based on experience and making constant improvements    * 30-35 new starters were targeted for May 18 intake and aiming towards 100 for October. This would give space issues.    * Discussion on female applicants and noticeable improvement from the starting point   The CEO described progression activity and support for such that was taking place. This covered both UCAS and Apprenticeships applications. Support could also be needed to help some students direct into work or on to Level 3 programmes.  Both dimensions were opened up to discussion and questions. Reference was made to the flagship nature of the Ada Apprenticeships programme and management confirmed that the original aims were being met, certainly in key elements. There was huge potential but some areas still to be worked on. The CEO expanded on some management and organisational adjustments he was seeking to make.  Discussion also took place on the marketing of the college’s offer, being ‘an aspirational alternative to university’. Work with local schools was described.  It was noted that there had been a visit from the ESFA and that this had confirmed that all requirements were being met.  The COO concluded by commending the Vice Principal for his input into processes this year.  The report was then formally **NOTED.** |  |
| **17/69** | **COLLEGE SELF-ASSESSMENT REPORT (SAR)**  The COO presented the draft SAR and a diagram showing the interrelationship between various documents:   * A 2 page summary, filtered by Ofsted criteria * The SAR document, using the mission as a framework for self-assessment * The Continuous Improvement Plan * Action Plans   The Board were reminded of the aim to have a mock Ofsted inspection next year.  Some comments and feedback had already been received from informed sources and the COO gave highlights of these. They included:   * A reminder that Ofsted use the annual summary to risk assess and plan inspections * The need for better evidence to support statements   Further comments were invited from all Members.  The Board **NOTED** the progress made with development of the document and that an enhanced version would be brought forwards once further internal development work was completed.  *Mr Rogers left the meeting and Ms Runcorn joined* | **TF** |
| **17/70** | **ORGANISATIONAL GOALS/KPIs 2017/18 - PROGRESS**  Ms Runcorn introduced a new-style presentation format which had been developed by refining previous versions into a crisper approach. It was pointed out that some metrics were more relevant to reporting against later in the year: this report showed relevant December ones.  Further feedback was invited and several suggestions and comments were made. 60 items were considered too many to monitor and consistency with the ones chosen to report on would assist in identifying trends. The CEO agreed a more streamlined list was preferable and said it would be helpful if the Board indicated which ones they found most helpful. Further work was needed on ‘quality’ metrics.  Ms Runcorn stated the plan to bring a report 4 times a year to the Board, timed to fit in when the most useful information was available. It was confirmed that items marked as ‘red’ would be included each time and that an action plan for these brought forwards to the next meeting. All agreed that the definition of ‘amber’ meant that there was ‘confidence in achievement’ and therefore no need to produce action plans.  Some particular discussion took place on punctuality and attendance. It was noted that the present was the worst time of year for absences. The COO described some surprising differences between the 6th Form and Apprentices learners. The CEO explained a range of actions taken and Members discussed these and other associated issues.  Thenew format of the report and current progress were **NOTED.** | **MS/SR** |
| **17/71** | **STRATEGIC RISK REGISTER 2017/18**  The CEO presented a fully updated document and took Members through the 3 main groupings of key risks. Commentary on the content of each was made in turn. The Board were also directed to the detailed Risk Register that supported the high level analysis and which had been attached.  *Sir R Aldridge went off-line*  The following key areas were particularly noted:   * KPIs * Completed audit * SAR/CIP * Risk Register   with the observation of how far systems and processes had been developed within the last 12 months from the starting point.  There was a request for more information on what ‘QAA Oversight’ meant in comparison to Ofsted.  The report was **NOTED** | **MS** |
| **17/72** | **ASHLEY ROAD DEVELOPMENT PROJECT**  The COO reported the long awaited news that planning permission for the development had now been granted by the local council. An extension to 8 January had been granted for any challenges to be made. Other progress included an initial meeting with Kier.  It was noted that costs were significantly higher than originally planned and additional funding meetings were to take place with the GLA and DfE. Outcomes would be known in February/March. The Board noted the risks involved with this and that no further contracts would be signed until certainty was achieved.  The CEO then responded to some questions on resourcing by explaining current and future needs.  To ensure the project moved forwards as speedily and efficiently as possible, the Clerk put forward a suggestion that had been made that it could be useful to set up a sub-group of the Board to take specific responsibility for this key project. With delegated authorities, this group could take timely decisions when urgency was needed without the need to try and convene emergency Board meetings.  There were two clear expressions voiced of a wish not to go down such a route and for whole Board ownership of this critical project to be retained. These Members’ views were supported by others. After further debate, the Board **AGREED** they preferred to take all decisions collectively, not have a sub-group. However, it was acknowledged that it might be pragmatic to have some small delegation of authority given to the Chair, but that there would need to be total clarity on what sat where. | **MS/SM** |
| **17/73** | **CHIEF EXECUTIVE’S REPORT**  The CEO reported that he had little to add to the information and items already presented.  A staff survey was being conducted and responses were still coming in. |  |
| **17/74** | **CHAIR APPOINTMENT – UPDATE**  In the absence of both the Board Chair and Chair of Search Committee, the Clerk provided an update:   * Following discussion at the Strategic Development event the draft Job Description had been updated to take account of comments made. * At the date of the meeting, the Chair had not received any positive responses to the invitation to existing Members to submit ‘Expressions of Interest’ in the role.   The Board **NOTED** the current position. |  |
| **17/75** | **ANY OTHER URGENT BUSINESS**   1. *Strategic Development Event:* It was confirmed that a note/summary of outputs was in hand and would be issued shortly. 2. *Next Meetings:* discussion took place on the value or otherwise of holding the meeting scheduled for 31 January which was only some six working weeks away and five before reports would be issued. A further consideration was the follow-up Strategic Development Event scheduled for half a day in the following week (7th February).   It was **AGREED** that the 2 events should be merged into the 6 hr timeslot already in diaries on the 7 February and thus cancel the 31 January date | **MS/SR**  **Clerk** |
|  | **Declaration of any further items to be treated as confidential:** There were no items to be so declared. |  |
|  | **Date of Next Meeting:** Scheduled for 7 February 2018  *(as part of the Strategic Development Follow up event from 1-6pm)* |  |

**Confirmed as an accurate record:**

**Signed…………………………………………………………………………………..**

*(Chair)*

**Date………………………………………………………………………………………**