

Confirmed



**Minutes of the Meeting of the  
BOARD**  
**held on Wednesday 15 May 2019**  
**at 3.45 pm**  
**at 61 Vallance Road, Whitechapel, E2**

<b>Present:</b>	Nick Wilcock <i>[Chair]</i> Chris Payne <i>[Co-Vice Chair]</i> Amali de Alwis Olga Bonney-Glazik Rachel Jackson Dame Zarine Kharas Gillian Lancaster Mohammed Shekh Mark Smith Kevin Walsh	External Member External Member External Member Staff Member <i>[withdrew for Items 19/29 and 19/30]</i> External Member External Member External Member Student Member <i>[Items 19/15 – part 19/17]</i> CEO External Member
<b>and by remote participation:</b>	Anna Douglas <i>[Co-Vice Chair]</i> Steve Davies Jeni Tennison	External Member <i>[from Item 19/17]</i> External Member External Member
<b>In attendance:</b>	Gill Winward Tom Fogden Jayshree Shah Ana Herera Sophie Runcorn	Clerk to the Board Dean <i>[withdrew for Items 19/29 and 19/30]</i> Finance Director <i>[withdrew for Items 19/29 and 19/30]</i> Director of Careers and HR <i>[for Item 19/24]</i> Programme and Performance Manager <i>[for Item 19/17]</i>
<b>and by remote participation:</b>	Gayle Saundry	Interim Principal <i>[for Item 19/19]</i>
<b>Apologies</b>	Kym Andrew Kalina Bontcheva Salman Momen	External Member External Member External Member
<b>Declarations of Interest:</b>	None stated	

*The Chair welcomed everyone to the new premises and thanked management for their efforts in getting the venue up to operational standard so speedily.*

**Action**

**19/15 MINUTES OF THE PREVIOUS MEETING**

The 'open' section of the minutes of the meeting held on 6 March 2019 were **APPROVED** to be signed by the Chair as an accurate record, subject to amending the date of the following meeting.

**Clerk**

## 19/16 MATTERS ARISING

- a) *Item 19/03b) - Founding Ambassador:* The Chair and CEO explained they were still developing this scheme.
- b) *Item 19/04a) - 6th Form Pastoral support:* The CEO explained that the new Assistant Principal would pick up the role covering Behaviour and Welfare. Professional Counsellors were also now being brought into college 3 days a week. Responding to a question, the CEO added that this service was not yet available to staff as it was running at maximum capacity with the students.

The Dean then described the pastoral support arrangements that applied to those on the Apprenticeships programmes.

Some discussion followed on the volume of emotional health issues being experienced by young people at the present time, and which was common in many settings.

- c) *Item 19/09 – Top KPIs - Female Learner Recruitment:* The CEO updated the Board on related activities. The newly recruited 6<sup>th</sup> Form Principal was looking at some curriculum changes that may support this, especially factoring in students who were not taking computer science at GCSE level. Improved marketing messages were also being examined and the activities of outreach workers were described.

In response to a question, the Dean gave information on the 'female only' recruitment days that had been used in the past described and recommended the value of revisiting this. The CEO also confirmed that relevant targets already existed within the KPIs.

SLT

*Ms Douglas and Ms Runcorn joined the meeting*

## 19/17 ESTATES REPORT

The Programme and Performance Manager summarised the current position. A response had been received from the landowner seven weeks after the meeting with them and this had been thoroughly discussed at the Capital Projects Committee meeting.

Funding Bodies had been consulted and they concurred with the college's views on next steps. A letter was being drafted to the landowner, with a 2 week response deadline. This would be circulated to the Board.

SR

Discussions were also taking place with Haringey Council. Views on the latter's potential response and its implications were aired, including factors relating to social housing, which could affect the whole development.

Discussion returned to the position of the funding bodies with regards to alternative proposals. The Programme and Performance Manager also responded to questions on liabilities on the college if it was to walk away from the original proposal, including 'sunk' costs on fees and other activities.

These would total over £4m. Work was currently underway to assess which activities could be salvaged on any revised project.

The Programme and Performance Manager then outlined possible alternatives and the cost and other restrictions on these, some being suggested by the funders. A further report would be made to the Board at their July meeting.

**SR**

*Mr Shekh left the meeting*

Some further questions and responses followed, including on how long the already approved funding may be available for. It was acknowledged that the opportunity of a re-think also provided some positive angles, including the facility to reflect and learn from 3 years' operational experience. The recent move to split delivery across 2 separate campuses could also affect future decisions and direction.

A proposal was made that a 'lessons learned' exercise from the whole experience be conducted, ahead of the next Capital Projects Committee meeting. It was also identified that there was a need to prepare PR messages in readiness for any public announcements

**SR**

**CEO/AF**

The Chair flagged up that it may be necessary to convene a 'special' meeting of the Board at an appropriate point, to have a focussed discussion on this single topic.

**Clerk**

*Ms Runcorn left the meeting*

## **19/18 2019/20 PLANNING**

### **a) Draft Budget**

A small group of Members had met to have a first walk through the draft budget, facilitated by the Finance Director.

The outputs were now presented by the Finance Director, who highlighted key planning assumptions. 2 budgets had been modelled as a result, each with different outputs depending on various levels of target achievement, including the effect on the working capital loan.

The Finance Director stressed that this was still 'work in progress' and also noted that the 16-19 learner funding allocation was still provisional. More clarity would be reached by the time of the Board's budget sign-off in July, also with Apprenticeships volumes.

The discussion which followed embraced:

- The usefulness of this scenario modelling
- Working capital loan repayments and the ability to meet those
- Adopting a 'stretch' achievement position from next year
- Cashflow – and the desirability of adopting a policy on minimum levels
- Target for Financial Health rating

There was substantial debate on the latter items, noting that the sector recommendation was for a 25 day cash in hand minimum. It was also noted that any higher a level was unrealistic at the present time.

It was **AGREED** that there should be another budget sub-group meeting before the final version of the budget was completed and brought back to the Board in July.

**b) Curriculum Planning**

The CEO summarised the plans in hand. There was discussion on the cyber qualification and it was noted there was insufficient demand to launch this at the present time.

In summary, the Board **NOTED** that there were no plans for significant change in the 6<sup>th</sup> Form provision in the next year, but that there was a need to review this in the autumn in readiness for marketing the changes for 20/21 recruitment.

*Agenda Item 7 was taken next and Ms Saundry joined on-line*

**19/19 OPERATIONAL UPDATES**

**a) 6<sup>th</sup> Form**

The Interim Principal gave an overview of the current position, including some new information that had emerged since the written paper had been circulated.

In response to questions, the Interim Principal explained about the 'Value Added' data and the CEO described the usefulness of this within 'A' level delivery but less helpful with the BTEC courses.

**b) Apprenticeships**

The Dean presented the highlights of his report and responded to questions throughout, and this exchange embraced the topics of:

- The move into the new building
- Staff recruitment and induction
- Learner progression
- Employer satisfaction

The CEO stressed that growing the volumes of recruits was now more about relationship management and enhanced delivery contracts with existing contacts, rather than engaging with 'new' employers, there being few left in the latter category.

The CEO also drew attention to the schedule of anticipated progression.

*Ms Saundry went off-line*

**19/20 CHIEF EXECUTIVE'S REPORT**

A key item from this which generated debate was the selection, appointment and performance management of the new 6<sup>th</sup> Form Principal, which was **NOTED**, along with updates on other senior staff recruitment.

**19/21 OUTPUTS FROM STRATEGY EVENT**

The CEO presented the written report, highlighting the work on the expansion feasibility study. A further detailed report on this would be brought back to the Board in due course.

CEO

**19/22 FINANCE REPORT**

The Period 9 accounts report was **NOTED** with satisfaction, also that the Period 8 accounts had been circulated in line with the planned timetable.

*Item 11 was taken next*

**19/23 COLLEGE POLICIES****a) Master Schedule**

The Clerk explained the development work that had been going on within the SLT to establish a fully complete list of desired College Policies and also create an action plan to finalise the creation and establishment of these.

Members' opinions were being sought on the extent of the list and especially the planned review periods and authorisation levels. Particular attention was drawn to those Policies that may require Board sign-off and roles, if any, for the committees in helping to review relevant policies as needed. The Audit and Education Committees had also been consulted on this.

In view of the limited time available for debate in the meeting, the Chair made a proposal, which was **AGREED**, that:

- [i] Members review the schedule and send in any comments
- [ii] The completed framework be brought back to the next Board meeting for final approval

ALL

Clerk

**b) Risk Management Policy**

This Policy document had been through various drafts, discussed by the Audit Committee. That Committee were now recommending that the finalised version be adopted, and this was **APPROVED** by the Board.

**c) IT Security Policy**

The Board noted that this had also been discussed by the Audit Committee, and was being recommended for approval, following checks by external audits. The Board **APPROVED** the Policy document.

*Ms Herera joined the meeting*

## 19/24 MID-YEAR HR REPORT

The Director of Careers and HR introduced the content of the report. A particular focus was given to the 'Principles of Remuneration' which had previously been discussed by the Remuneration Committee, though only with regards to the Senior Management employment angles within the remit of that Committee. It had been suggested it be presented to the Board for consideration, as approval would then fulfil the responsibilities of the Board to establish a 'framework for the terms and conditions of employment' for all staff.

A number of related questions were raised, including on who in the organisation was responsible for internal culture. Management replied that, up to the present, it was a collective responsibility of the SLT and the Director explained the emphasis given to his over the last 3 years.

Some discussion also took place on objective setting in the organisation, also on the planned revised organisational structure.

In conclusion, the Board:

- [i] **NOTED** the content of the report
- [ii] **NOTED** management's agreement that they would revisit the topic of organisation culture SLT
- [iii] **NOTED** that an external audit of HR systems was due to take place the following week
- [iv] **APPROVED** the "Principles of Remuneration' for adoption by the organisation

It was noted that the Director was due to leave the organisation shortly and she was thanked for her dedicated service to the college and in getting it established.

*Ms Herera left meeting*

## 19/25 ORGANISATIONAL MONITORING

### a) Top KPIs

The CEO gave an overview of progress listed in the monitoring schedule. The Dean then added particular details on the Apprenticeships' initial end-point Assessments.

### b) Key Risks

The Board reviewed the schedule and **NOTED** that the Capital Project was the only 'red' rated risk and that this had been discussed earlier in the meeting.

SR/JS

A query was raised on the 'rating' of the financial item and management **AGREED** to look into this.

## 19/26 COMMITTEE FEEDBACK

The Chairs of the Committee presented feedback from recent meetings as follows:

- a) *Audit Committee* – the unconfirmed minutes of the meeting on March 20 were noted, many of the topics having been covered earlier on this agenda.
- b) *Education Committee* – Members were informed of the content of an April telephone briefing, following cancellation of the scheduled meeting.
- c) *Search Committee* – A meeting had taken place immediately prior to the Board meeting. Final recommendations would be brought to the Board's July meeting.
- d) *Capital Projects Committee* – the minutes of the meeting held on April 17 were noted.

Clerk/KW

Some of the membership matters emerging from the Search Committee meeting were then briefly discussed. This included the likely need to find a new recruit to strengthen the Education Committee, also possibly seeking a volunteer to add to the Remuneration Committee.

The updates were **NOTED**

## 19/27 CLERK'S REPORT

### a) Chair of Board

The Clerk reminded Members of the background to the item and the Chair of the Search Committee reported on activities over the last 12 months and the current position.

A firm proposition regarding an appointment from mid-July onwards would be brought to the Board's next meeting. Meanwhile, the Job Description would be re-circulated for review and updating. It was also suggested that a sub-group be re-appointed to oversee and progress the upcoming activities. This group would also take into account any internal candidates alongside external applicants.

KW

The Board **APPROVED:**

- [i] that a sub-group take forwards the necessary activities to identify a suitable candidate and that the Search Committee Members should form the core of this group, supplemented by any additional volunteers.

### b) Committee Memberships

After recently observing a meeting of the Audit Committee, Amali de Alwis had agreed to take up one of the membership vacancies.

The Board **APPROVED:**

[ii] the appointment of Amali de Alwis to the Audit Committee

Clerk

**c) Planning for 2019/20**

The Clerk had circulated some proposed dates for Board meetings in 2019/20. These followed the same pattern as for the current year. The Board **APPROVED:**

[iii] the planned schedule of meeting dates for 2019/20

Clerk

**19/28 ANY OTHER URGENT BUSINESS**

There was no further business

*The Staff & Student Members and Management then withdrew for the final items*

**Declaration of any further items to be treated as confidential:** There were no items to be so declared

**Date of Next Meeting:** Scheduled for 17 July at 3.45pm

*The meeting closed at 6.10 pm*

**Confirmed as an accurate record:**

**Signed**.....  
*(Chair)*

**Date**.....