

**Minutes of the Meeting of the**

**BOARD**

**held on Tuesday 7 February 2017**

**at 3.45 pm**

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

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| **Present:** | Nick Wilcock *[Vice Chair]* | External Member  |
| Sir Rod Aldridge  | External Member *[Items 17/01 – 17/08]* |
| Andrew Butcher | External Member |
| Rachel Jackson | External Member |
| Jeni Tennison  | External Member |
| Kevin Walsh | External Member *[Items 17/01 – 17/05a)]* |
|  |  |
| **and by remote**  | Kym Andrew | External Member *[Items 17/01 – 17/06)]* |
| **communication** | Jayshree Shah | Finance Director *[Item 17/08]* |
|  |  |  |
| **In attendance:** | Gill Winward | Clerk to the Board |
| Mark Smith  | CEO |
| Tom Fogden  | Dean  |
| Sue Simmons | Project Director |
|  | Sarah Tan | Head of Digital *[Item 17/07]* |
|  | Laura Dubeck  | Programme Manager, LEP Delivery, GLA |
|  | Harry Noble | Cushfield and Wakeman Consultants *[Items 17/01 – 17/03)]* |
|  | David Saxby | 00 Consultants *[Items 17/01 – 17/03)]* |
|  |  |  |
| **Apologies:**  | Tom Ilube *[Chair]* | External Member |
|  | Steve Davies | External Member |
|  | Chris Payne | External Member |
|  |  |  |
| **Declarations of Interest:** | None stated |

|  |  | **Action** |
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| **17/01** | **MINUTES OF THE PREVIOUS MEETING** The minutes of the meeting held on 13 December 2016 were **APPROVED** to be signed by the Chair as an accurate record. |  |
| **17/02** | **MATTERS ARISING**The Chair noted that action points from the previous meeting had all been actioned, were in hand or were to be covered as part of the main agenda. Other were:1. **Item 16/56 – Term 1 Reflections: Attendance Statistics:**

The Dean reported that overall attendance rate stood at 95%. More detailed reports were now available to management and could produce heat maps. A particular challenge lay with vulnerable students but overall the interventions on persistent absence were providing improvements this term. It was important to note that sector experience showed a correlation between attendance and eventual outcomes. 1. **Item 16/63 – AOB: Aldridge Foundation MOU**

The Chief Executive reported on a recent meeting whereby a positive conversation had taken place on the MOU. This was likely to be with the Foundation rather than the Multi-Academy Trust, though the college would work closely with the schools involved. Partnerships on the ground were deemed as important as formal agreements.In response to a question the CEO explained the MOU covered a sharing of opportunities and ‘at cost’ use of consultancy services. It could include the facility to nominate a Board Member in the future, also the possibility for liaison over operations in the future if there was geographical growth. Members requested that the draft agreement be brought to the next Board meeting. |  |
| **17/03** | **ESTATES REPORT**1. **Ashley Road Campus**

The Project Manager gave an overview of the present position and referred to the updating session on the progress with the design that had been held with Members and others immediately prior to the meeting. Developments had reached a point where a steer from the Board was required.Mr Noble explained the progress since the Stage 2 design and there were 5 major cost items where a Board view was needed. These were outlined in turn and discussed at length, being:* Glass screen
* Catering facility
* Balustrade
* Signage/branding
* Canopy

The Board were reminded that the overall budget had previously been set at £18.2m. Particular debate took place on:* The potential payback of these items especially the catering facility, if the building could be let out for commercial purposes
* The timing of the decision and if it could be deferred until after other commitments were known, though it was noted that the planning applications would require certainty on the items
* Importance of branding and the signage for awareness raising, especially if commercial useage was planned

The Board **APPROVED:**[i] that the additional costs of £144k to cover the first four items be included in the budget for planning purposes, but with commitment to spend to be brought back to the Board for further debate based on updated costings.[ii] that the canopy item was to be set aside for the present and further work carried outThe Chief Executive agreed to circulate the designs and pictures of the plans.The Project Manager then updated the Board on matters relating to the selection of contractors and there was discussion on the proposals. Expressions of Interest in tendering were due in that week and the Board **NOTED** the progress being made.1. **Additional London premises**

The Dean reported on progress and changes with GLA funding. There was an opportunity to bid again with new proposals. It was **NOTED** that there would be more discussion at the next meeting and Sir R Aldridge offered to progress some ideas with the CEO.*Mr Saxby and Mr Noble left the meeting*  | **SS****SS****CEO** |
| **17/04** | **CCTV POLICY**The Project Manager explained the background to development of a policy document for the college and replied to some questions. Subject to some final editing, the Board **APPROVED** the CCTV Policy*Ms Simmons left the meeting* |  |
| **17/05** | **APPRENTICESHIPS AND DEGREE PROGRAMME UPDATE, INCLUDING VALIDATION AND QA FRAMEWORK**The Chief Executive gave an overview of a number of facets to this item.1. **Recruitment volumes**

It was expected that 15-20 students would begin on 2nd May. 39 were presently expected to be in the October intake but it was hoped this number would rise to 60-90 following further business development activity. It was noted that the Apprenticeships levy was causing positive movements in recruitment with companies.The Chief Executive responded to a number of questions raised by Members as follows:* It was confirmed that the college would support employers in their recruitment activities to fill apprenticeships vacancies
* Details of the new Business Development Manager role were explained, including the desired candidate profile and recruitment efforts made thus far
* Plans to best utilise space availability to co-incide with expected intake levels were described

*Mr Walsh left the meeting***b) Degree Validation** The Chief Executive provided an update on the visits made so far by the Open University (OU) and the key one due in March1. **QA Framework**

 Members were shown a visual of the proposals and the Chief Executive explained the key elements. It was noted that the Academic Board needed to be quasi-autonomous, broadly equivalent to a Senate in a university. Membership, and this was briefly debated. Some questions followed on how this would operate and it was noted that the Education Committee had a key role to play in having an overview of how the HE degree QA systems worked, also any similar arrangements for Apprenticeships delivery and the 6th Form. There was also considerable discussion on what the role of the Board would be in the process and the CEO and Clerk additionally explained the new HEFCE annual assurance requirements on this. The Board **REQUESTED** that follow up work take place on:* Clarification if the CEO could sit on Academic Board without any allegations of conflicted interest
* Checking how it all elements of the proposed system fitted together, including Board and Committees
* Checking with OU how ‘rigour’ in the system will operate

and then **APPROVED** the proposed Quality Assurance and Enhancement mechanismsThe Board also **NOTED** that Tom Ilube, Nick Wilcock and Chris Payne would represent the Board on the 6th March for the OU’s Institutional Approval assessment of Ada*It was agreed that the KPI paper be taken next, as it was an approvals item* | **CEO** |
| **17/06** | **2016/17 KPIs**The Chief Executive presented the updated schedule of KPIs which had been amended following comments received at an earlier meeting. He and the Dean then reported on progress against these, which had been RAG rated, and responded to questions.Further discussion followed, in particular on:* how more female applicants could be attracted
* details on planned building work
* changes to local government administration affecting the GLA and LEAP

The Board:[i] **APPROVED** the updated schedule[ii] **NOTED** progress[iii] **REQUESTED** the schedule be included on the agenda for each meeting and for ‘red’ issues to be debated*Ms Andrews left the meeting (remote access)**The meeting became inquorate at this point but it was decided to continue with the meeting as the remaining items were all either discussion or information topics.**Ms Tan joined the meeting* |  |
| **17/07** | **INTERNET DEVELOPMENTS**1. **AdaAdvance/Learning Platform**

Ms Tan provided an update on progress, including informing of a shift in the focus of the programme from building an in-house platform to contributing to others already in the learning-to-code space. These initial partnerships would be ‘Ada.Advance’ initiatives, providing an umbrella under which to add more partnerships later.Members noted the change from the original concept and emphasised the need to ensure robust contracting with any organisation where funding is provided. The Chief Executive assured the Board that DCMS were aware of and supported of the changes.The Chief Executive also acknowledged that the change had been driven by a re-assessment of central priorities and the Board then debated if this was an activity they still wanted to pursue, even in its reduced form, given the other challenges. The Chief Executive gave an explanation and rationale of why it was considered still worthwhile to do this.Members also noted that the project funding was due to end and enquired if there was any opportunity for continuation with DCMS.Members:[i] **NOTED** the developments and changes[ii] **REQUESTED** the topic be discussed again at the next meeting with analysis of a risk-based approach and also opportunities for continuation1. **Website update**

Ms Tan introduced her report and highlighted the key considerations as being ones of how the facility was planned to be used and how easy or otherwise it would be to update. It was noted that presently a limited version was in use but that a more functional one was required now that the college was operational.Responding to questions, Ms Tan informed that one initial dimension was student access but that parental useage was a development under consideration. The plan was to launch the new website in May.Members **NOTED** the developments*Ms Tan left the meeting and Ms Shah joined by remote access* | **ST** |
| **17/08** | **FINANCE REPORT**1. **Management Accounts – P5**

 The Finance Director gave an overview of the income and expenditure position. This was generally a positive position and some extra donations had been helpful. Costs were being controlled to a bare minimum but additional staff for apprenticeships delivery work would be needed. With regards to the working capital loan, the cash injection and timing would be subject to apprenticeships recruitment.1. **Year 2 Financial Forecast**

This report had been produced at the request of the Board at the previous meeting. The forecast had been based on various assumptions on volumes and was heavily dependent on sensitivity analysis and thus more examination was required.There were a number of questions raised by Members arising from this information, including on the sensitivity analysis and the likely break-even point from the 5 year plan.The Finance Directors reports were **NOTED.***Ms Shah and Sir R Aldridge left the meeting* |  |
| **17/09** | **CEO’s UPDATE REPORT**In addition to the matters already covered, the Chief Executive gave a verbal update to Members on:* Some key new management and operational appointments
* Operational recruitment for 17/18 including maths teachers
* The possibility of doing required teacher training in-house in future
* Internal preparations for becoming Ofsted inspection-ready

The Board also generated some discussion on the availability of senior management capacity to handle all the key initiatives. |  |
| **17/10** | **GOVERNANCE FRAMEWORK DEVELOPMENT UPDATE**The Clerk informed Members of the progress made in setting up dates for initial meetings of the new Committees. This was **NOTED**. |  |
| **17/11** | **ANY OTHER URGENT BUSINESS**The Chief Executive brought to the Board’s attention that the need to develop systems for staff pay and performance management had been recognised and was in hand. | **CEO/TF** |
|  | **Declaration of any further items to be treated as confidential:** There were no items to be so declared. |  |
|  | **Date of Next Meeting:** Scheduled for 29 March 2017 at 3.45pm |  |
|  | *The meeting closed at 6.05pm* |  |

**Confirmed as an accurate record:**

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

*(Chair)*

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