

**Minutes of the Meeting of the**

**BOARD**

**held on Tuesday 13 December 2016**

**at 3.45 pm**

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

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| **Present:** | Tom Ilube *[Chair]* | | External Member |
| Sir Rod Aldridge | | External Member |
| Kym Andrew | | External Member |
| Andrew Butcher | | External Member |
| Steve Davies | | External Member |
| Rachel Jackson | | External Member |
| Chris Payne | | External Member |
| Jeni Tennison | | External Member |
|  | |  |
| **and by remote** | Nick Wilcock *[Vice Chair]* | | External Member |
| **communication** | Jayshree Shah | | Finance Director *[Items 16/62-63]* |
|  |  | |  |
| **In attendance:** | Gill Winward | | Clerk to the Board |
| Mark Smith | | CEO |
| Tom Fogden | | Dean |
| Mangala Nanda | | Inclusion Consultant *[Items 16/52-54]* |
| Kitty O’Leary | | Business Development Analyst |
|  | Laura Dubeck | | Programme Manager, LEP Delivery, GLA |
|  |  | |  |
| **Apologies:** | Kevin Walsh | | External Member |
|  |  | |  |
| **Declarations of Interest:** | | None stated | | |

|  |  | **Action** |
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| **16/52** | **MINUTES OF THE PREVIOUS MEETING**  Subject to correction of 2 typographical errors, the minutes of the meeting held on 27 September 2016 were **APPROVED** to be signed by the Chair as an accurate record. | **Clerk** |
| **16/53** | **MATTERS ARISING**  The Chair referred to all action points listed from the previous meeting, item by item. Most had been cleared or were to be covered as agenda items at this meeting, with the exception of:   1. **Item 16/43: Key Performance Indicators (KPIs) – Year 1:** the CEO informed Members that some adjustments had been made following suggestions that had been invited at the previous meeting. A request was made that the updated Register be brought back to the Board for formal approval at the next meeting, along with a progress report. | **CEO** |
| **16/54** | **BRIEFING TOPIC – SAFEGUARDING**  Ms Nanda, the college’s main safeguarding specialist, gave a presentation to the Board to facilitate greater awareness of key features. This included:   * Background to the topic * Categories of abuse and possible risk areas * Duties of Board Members * Key Safeguarding areas * Priorities for Term 2   The presentation also featured a sample case study for illustrative purposes.  Questions that followed all the above information included: the role of the local authority and referrals; inter-agency working; and the number of students at risk. Responding to other points raised, Ms Nanda stressed the core importance of creating a safe environment in the College and also assured Members that as part of self-assessing current arrangements there had been a voluntary ‘audit’, undertaken by the Local Authority.  The Chief Executive and the Dean then answered questions relating to progress with introducing appropriate policies and procedures and explained the work completed that term, including good record keeping, and the areas still left to cover. The Chief Executive added that the arrangements would need to embrace the category of ‘vulnerable adults’ in addition to young people.  Discussion moved on to the role and knowledge requirements of Board Members. The concept of a ‘Lead Governor’ was also aired and the Chief Executive and Clerk explained the plans for further training for Members, of which today’s briefing formed a part. A question was raised about whether the practice of carrying out DBS checks for Board Members should be continued or not and the Clerk responded by explaining that there was no requirement for FE Corporation Members to have such checks and, further, that they did not fall under the definition of ‘regulated activity’ which was a pre-requisite for applying for access to these records.  In conclusion, the Board:  [i] **NOTED** the progress being made with establishing safeguarding practices and that further reports would be brought to the Board in due course, including an Annual Safeguarding Report, also policy documents for approval  [ii] **AGREED** to set aside the concept of a Lead Governor for the present time and revisit the topic should a clear need emerge  [iii] **NOTED** that updated on-line training for Safeguarding and Prevent, aimed at Board level knowledge, would be made available by the ETF in the spring and carried out at that point  [iv] **AGREED** that the practice of obtaining DBS checks for Members should continue    *Ms Nanda left the meeting* | **SLT/Clerk**  **Clerk**  **AH/Clerk** |
| **16/55** | **CEO’s UPDATE REPORT**  The CEO gave a verbal update to Members, encompassing first term activities and an overview of specific topics to be covered in more detail in the later agenda items. |  |
| **16/56** | **2016/17 - TERM 1 REFLECTIONS AND TERM 2 PRIORITIES**  The Chief Executive and Dean summarised both progress and forward actions in respect of key delivery areas. Overall, the first term had demonstrated that the college was very much industry led and focussed.  Specific points covered were:   1. **6th Form**   The Dean highlighted particular areas of operational activity, including devising new approaches to the curriculum and project-based activities. IT systems issues had been addressed, which had previously affected attendance monitoring.  There was particular discussion over this latter area, including data analysis and the setting of appropriate individual targets. The Dean confirmed that a Term 2 priority was to take a strong focus on attendance. Assessment of teaching and learning and monitoring learner progress was also debated.  The information presented also generated discussion on resource provision; buildings issues; and drop out rates.  The Dean additionally informed the Board about the recruitment position for next year. At the present time, applicant numbers were 3 months ahead of the previous year’s statistics and females represented 20% of these.   1. **Apprenticeships**   The Chief Executive gave an overview of the number of employers now with concrete interest as industry partners, also those who had signed a Memorandum of Understanding. Many other employers were in the ‘business development interest pipeline’ but none of these were likely to come to fruition before the May 1st intake date.  It was noted that the new employer levy had caused some caution amongst employers and there was discussion on this point. It was suggested that the introduction of the levy could be used as a ‘positive’, to lever those hesitating from that position into making commitments as it would help to focus on business decisions to obtain best value from their levy contributions.   1. **Degree Programme development**   The Chief Executive reminded the Board of their previous approval to develop a full degree programme. Actions were now in hand to validate both full and foundation degrees in Digital Innovation and this would give maximum flexibility for the future.  Key activities to move towards the goal were:   * Finalising curriculum structure * Creating appropriate policies and procedures * Developing suitable Quality Assurance processes   A specialist consultant had been engaged to help with this, also utilising other external support.  Notable dates included submission of draft documentation on 21 December to the Open University and a validation event on 7th March which needed to involve 3 Board Members. The start time was confirmed as 9am that day and volunteers were sought.  The Board:  [i] **NOTED** the reported progress and actions in all above areas  [ii] **REQUESTED** that a more detailed breakdown of 6th Form student attendance statistics be circulated  [iii] **NOTED** the OU validation process and the need for 3 Board Members to participate on 7 March 2017  *It was agreed that the Finance item be taken at the end of the meeting* | **Members**  **TF** |
| **16/57** | **ESTATES REPORT**   1. **General Update**   The Dean provided an overview of matters relating to the Broad Lane site, including progress, remaining closeout issues and lessons learned for the future. It was noted that there would need to be some adaptations to cater for the upcoming intake of Apprentices.     1. **Ashley Road – Stage 2 design**   The Board were informed that the design would take account of the experiences gained through the Broad Lane exercise. A notable change to report was that the completion date was now set for March 2019 instead of September 2018. A further report would be provided to the Board’s next meeting, meanwhile the Chief Executive provided assurance that there would be access to Broad Lane facilities for 3 years if necessary.  Discussion followed and included debate on how best the Board could be kept up to date with developments and progress from design meetings, particularly noting that that there would ned to be more rigorous Board level discussion at the Stage 3 design point. Mr Davies provided feedback from the design group and re-iterated that all Members were welcome to attend and that dates would be re-circulated. It was also reported that activities were within budget at the present time but this would continue to be closely monitored as would the financial impact of the completion delay. The valuation figure was also highlighted as a ‘need to watch’ element.  The Board:  [i] **APPROVED** that the Chair should sign the Stage 2 document, once he had had the opportunity to read the document in full  [ii] **NOTED** reported progress, including the Capital Budget and funding status appendix to the report, and the need for all financial dimensions to be carefully monitored, including budgetary spend, impact of completion delay and valuation  [iii] **REQUESTED** that appropriate channels be explored to better involve Board Members in the design planning and feedback loops.   1. **Ashley Road – Development and Facilitation Agreement**   The Board:  [iv] **ENDORSED** the recent action taken on their behalf by the Vice Chair signing off this agreement.  [v] Formally **APPROVED** the continuation of a previous decision that delegated authority be given to the Vice Chair to sign all similar documents in the future.  **d) Additional London Premises**  The Chief Executive reported that the option previously under consideration was no longer viable and the engaged consultants were looking for alternatives. The additional space was needed for use by apprentices.  Sir Rodney Aldridge indicated that he was aware of some possible options that he would discuss with the CEO. | **SLT**  **CEO**  **TI**  **CEO/Clerk**  **RA** |
| **16/58** | **ADA ADVANCE**  The Chief Executive presented the paper outlining the MVP (Minimum Viable Product). The headlines points were that:   * The resource required had now been identified * There would be a workshop over the Christmas period * Testing and roll-out would take place in May, after the exam period   It was hoped that a Project Manager could be identified and in place to assist with all the above. The AoC had also offered to help promote the facility with other colleges.  The Board **NOTED** the report, the simplified specification, resources required and the planned timeline. |  |
| **16/59** | **RISK REGISTER 16/17- UPDATE**  The Chief Executive reported that the Register had been updated since the previous meeting. A further management workshop was planned in the New Year.  It was noted that most listed risks related to premises and human capacity issues and some of the revisions had related to recruitments aspects, including maintaining a focus on monitoring the high quality of applicants. In response to questions, the CEO explained that Ofsted angles had not been overlooked for inclusion but with the ‘risk rating’ scoring that had been used such items did not appear on the high-level risk register that was in front of the Board.  During other discussions, it was noted that the ‘mitigating actions’ in section 5.2 required further updating. The issue of Funding carry-over from Broad Lane to Ashley Road was also aired and Ms Dubeck explained that the GLA were investigating what could be done.  The Board:  [i] **NOTED** the updated Register  [ii] **AGREED** that the funding carry-over issue should be carefully monitored by the Chair and CEO | **CEO/SS**  **CEO/TI** |
| **16/60** | **EDUCATION COMMITTEE**  Ms Andrews reported on the Committee’s first meeting held recently, giving an overview of the items covered.  The Board **NOTED** this information and **RECEIVED** the related (unconfirmed) minutes of the meeting of 21 November that had been circulated. |  |
| **16/61** | **GOVERNANCE FRAMEWORK DEVELOPMENT**   1. **Advisory Board structure**   The Chief Executive informed Members of the structures that had been in place pre-incorporation to support various areas of the college’s work and development. Views were sought as to whether these Advisory Boards should continue or whether there was some overlap now with the emerging Board Committees.  It was considered that the Industry Advisory Board had proved a very useful sounding-out vehicle, being very active and with 20 members engaged. Retaining this would enable the valuable opportunity to bring industry people together to be continued. However, the function of others, such as the Curriculum Advisory Board, had now largely been superseded by other internal bodies.  The Board **APPROVED** the proposal that the Industry body be retained, but recommended the name be changed to ‘Advisory Group’ or ‘Advocates’ to avoid confusion with main Board operations.   1. **Committee appointments**   The Clerk reminded Members of the Committee structure that had been approved at the previous meeting. Membership of the Education Committee had also been agreed on that occasion but there was a need to populate the remainder and confirm chairing arrangements, so that meetings of other committees could be convened.  Proposals had been circulated and these were discussed. The overlapping roles and membership between the current Finance Advisory Group (FAG) and those potentially for the new Audit Committee received particular focus.  Responding to a question about Staff and Student Members for the Board, the Clerk explained that it had always been the intention to address this in Term 2 to allow sufficient time for new staff and students to settle in to college life. However, one of the reasons for wishing to call a Search Committee meeting at an early date now was to deal with this matter, in particular designing appropriate elections and appointments processes for these roles.  The Board then:  [i] **AGREED** that the FAG would not continue with any formal role but that its key Members could provide a sounding board for management whenever informal specialist financial guidance was required  [ii] **APPROVED** the Members and Chairs for the Audit, Remuneration and Search Committees as proposed.  *Ms Shah joined the meeting by remote access* | **CEO** |
| **16/62** | **FINANCE REPORT**  The Finance Director gave an overview of the management accounts from Period 3. Headline information was that:   * there had been a good initial start to the year on both income and expenditure fronts * the full year forecast was currently better than that originally envisaged though still represented a planned deficit * cashflow was more healthy than expected owing to unplanned savings.   The Chief Executive added that fundraising income, to the tune of £180k, was yet to be included.  Responding to questions, the Finance Director identified the top 3 risks as being: apprenticeships; buildings and contracts for services; and staffing.  The subject of a Year 2 financial forecast was raised and the Finance Director agreed to bring a Year 2 plan to the next meeting. Members stressed the need for clarity on the path to a breakeven position.  The Board **NOTED:**  [i] the current and forecasted financial position  [ii] that a Year 2 financial plan would be brought to the next meeting | **JS** |
| **16/63** | **ANY OTHER URGENT BUSINESS**  The Chief Executive made a presentation to Sir Rod Aldridge in recognition and appreciation for his time as Chair of the early stages of the College’s life and leading developments up to the point of incorporation.  Sir Rod updated Members on developments at the Aldridge Foundationand also referred to a draft document setting out the relationship between the College and that organisation. It was **AGREED** that the CEO and Dean would discuss this document and then circulate to the Board. | **CEO** |
|  | **Declaration of any further items to be treated as confidential:** There were no further items to be so declared. |  |
|  | **Date of Next Meeting:** Scheduled for 7 February 2017 at 3.45pm |  |
|  | *The meeting closed at 6pm* |  |

**Confirmed as an accurate record:**

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

*(Chair)*

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