

**Minutes of the Meeting of the**

**BOARD**

**held on Wednesday 27 September 2017**

**at 3.45 pm**

**at Hill House, 1 Little New Street, London EC4A 4TR**

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| **Present:** | Tom Ilube *[Chair]* | External Member  |
| Sir Rod Aldridge | External Member *[from part item 17/49]* |
| Kym Andrew | External Member |
| Kalina Bontcheva | External Member |
| Andrew Butcher | External Member *[from item 17/49* |
| Steve Davies | External Member |
| Rachel Jackson  | External Member |
| Chris Payne | External Member |
| Mark Smith | CEO |
| Jeni Tennison | External Member *[from item 17/49* |
| Kevin Walsh | External Member  |
|  |  |  |
| **In attendance:** | Gill Winward | Clerk to the Board  |
| Tom Fogden  | Chief Operating Officer  |
|  | Jayshree Shah | Finance Director  |
|  | Hardip Mothada | Principal*]* |
|  | Ana Herrera | Director of HR |
|  | Beth Lackenby | Greater London Authority*]* |
|  |  |  |
| **Apologies** | Nick Wilcock *[Vice Chair]* | External Member |
|  |  |  |
| **Declarations of Interest:** | None declared |

|  |  | **Action** |
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| **17/47** | **MINUTES OF THE PREVIOUS MEETING** All sections of the minutes of the meeting held on 12 July 2017 were **APPROVED** to be signed by the Chair as an accurate record. |  |
| **17/48** | **MATTERS ARISING**All actions had been completed or were in hand. Special mention was made of:1. *Item 17/34- Updated 5 year* *Business Plan - GLA* : some changes were still to come from the GLA, also some figures needed to change. Members’ attention was drawn to the Financial Report in this regard.
2. *Item 17/40b) – Financial Forecast*: Members were informed that the Financial Health ESFA rating still stood as ‘good’ based on the submission made at the end of July
3. *Item 17/41 - Annual Appointment of Auditors* – Buzzacott had been appointed and were now working on the 16/17 accounts
4. *Item 17/45 – Website*: this had now been launched

*Mr Butcher and Ms Tennison arrived* |  |
| **17/49** | **2016/17 OUTCOMES**1. **Student Performance**

*This item was confidential*1. **Financial Outturn and revised 5 year Plan**

The Finance Director presented the report, which showed a good first year of operations. Particular highlights were:* Prudence had delivered a deficit in the region of £360-370k compared to the £600k that had been expected.
* This had enabled the delay in starting the Working Capital Loan (the details having been reported to the previous meeting)
* The Capital Project delays had enabled a strong balance sheet through ‘assets under construction’ which helped influence the ‘good’ financial health rating mentioned earlier

The outcomes were subject to external audit, the fieldwork of which was underway and would be finalised in the next 2 weeks.Attention was drawn to the 5 Year Plan and the Finance Director explained that recent recruitment numbers had facilitated a review on the figures within this. The implications were explained, noting in particular the lagged funding formula used by the funding body which would affect the 18/19 results.The Finance Director moved on to describe the financial projections through to 20/21. The nature of the high level picture was stressed, also the strong influence of the cost base which could not be determined accurately until much closer to the relevant dates and knowledge on learner numbers.Members raised a number of questions on the information presented including on the growth plan. The CEO gave further details of the remodelling work on the latter, explaining the revised recruitment target volumes. It was confirmed that 17/18 targets were realistic.Members noted that the quality of provision was important, also the college’s reputation, not just volumes of learners. The CEO reported that a more selective approach had been taken to those accepted on to courses this year.Following some further questions and debate on the details of the bank loan and Apprenticeships funding, the Board:[i] **NOTED** the report on 16/17 outturn[ii] **NOTED** the updated 5 year plan[iii] **REQUESTED** that a monthly cash flow forecast be included in future reports. | **JS** |
| **17/50** | **6TH FORM ACADEMIC ACTION PLAN**The Principal explained the recent changes in the line management structure and also drew attention to some of the other actions listed.This generated discussion on a number of points, including the range of abilities amongst students and the courses they followed. Following a question on how impact and progress could be judged, Members heard that internal exams at Christmas time would be a useful indicator, also BTEC exams in January, though the results of the latter would not be known until May.The Board **NOTED** the report and that :[i] ‘Markers’ such as the in-year exams would be included in the Plan[ii] an updated report would be brought to the December meeting. | **HM****HM** |
| **17/51** | **2017/18 OPERATIONAL AND ENROLMENT UPDATE**The COO introduced the paper and detailed Year 1 and Year 2 movement changes and the reasons behind such. The CEO added information on Apprenticeships recruitment. The female % stood at 26%.During discussion and questions, the following points were covered:* Acknowledgment that a more selective approach and academic rigour may help achievement of some targets but with an adverse effect on others such as social mobility. It was noted that the college was still string in the bottom 3 indicators on social deprivation.
* Patterns of achievement between categories
* Geographical spread

The report was **NOTED** |  |
| **17/52** | **FE COMMISSIONER’S REPORT**The CEO drew attention to the report that had been received, which was a good one for the college. A question was asked if there was a need for the college to publish this anywhere and the Clerk was asked to check on any requirements.The main recommendation arising was in relation to the need to actively prepare for the first Ofsted inspection. It was noted that any ‘outstanding’ judgement arising from this would assist recruitment. Such an outcome was viewed as achievable but with recognition that there was much work to do to make it a reality.Particular action points arising from this were identified as:* A need to review Board Membership and for the Search Committee to meet to examine the remaining vacancy and also how the FEC recommendation on acquiring ‘Ofsted outstanding’ knowledge could be captured
* The possibilities of co-opting a specialist on to the Education Committee
* Management to prepare an ‘Ofsted ready’ action plan (which may require consultancy input) and bring back to the Board

The report and actions were **NOTED** | **Clerk****Clerk****MS/TF** |
| **17/53** | **2016/17 ANNUAL HR REPORT**The Director of HR introduced the report and summarised the headline points. Staff numbers had grown form 14-28 in the year and pride was taken in the achievements of the team.Members posed a number of questions on the content of the report which led to discussion on:* The use of fixed term contracts and how and when these were reviewed
* Noting that some staff were union members as individuals but that there was no organisational collective agreement in place
* Staff surveys, with some early actions relating to clarity on roles
* The need to stabilise the new staff base
* Staff performance management processes

The report was **NOTED** |  |
| **17/54** | **2017/18 ORGANISATIONAL GOALS AND DASHBOARDS**The CEO presented the report which showed both16/17 outcomes and 17/18 targets.1. *2016/17* – The CEO responded to questions which embraced the information that:
	* ‘red’ areas were those widely known already, and the aim was to turn ‘yellow’ items to ‘green’ in the next year, however it had been a pleasing first year
	* An update on Ada Advance

*b) 17/18* – draft targets were presented. A different approach was planned this year, based on 2 tiers:* A top tier with SMART targets
* A more detailed level primarily for management use and tracking

The usefulness of some of the indicators and targets would be reviewed going forwards. The desire was to retain a rigour on monitoring but not to over-measure and stifle innovation. In order to finalise the targets it was proposed that this should be delegated to 3 Board Members to approve. Jeni Tennison, Chris Payne and Kevin Walsh volunteered to do this.The Board: [i] **APPROVED** that delegated authority to finalise the 17/18 targets be given to the above sub-group[ii] **NOTED** that reporting against the revised framework would commence with the December meeting | **MS****MS** |
| **17/55** | **2017/18 STRATEGIC RISK REGISTER**The CEO described the review process this was undergoing and suggested that risks relating to Ofsted and academic performance be added in. A more developed version would be brought to the Board’s next meeting.The Board [i] **APPROVED** the Risk Register as currently presented and [ii] **NOTED** that a more developed version further version would be presented next time. | **MS** |
| **17/56** | **2017/18 FUNDRAISING**The CEO highlighted the key points from the paper and the future activities planned. He went on to describe the role of a new manager and the development of approaches.Some discussion took place on specific contributors and the longevity of some of these arrangements, after which the report was **NOTED.** |  |
| **17/57** | **ASHLEY ROAD DEVELOPMENT PROJECT**The COO introduced the paper which had 2 main elements.1. *General Update:* the planning application was the key feature of the report. This was a part of a broader submission by a developer and the associated difficulties of this were outlined. A decision was expected on 23 October.

The issues associated with the wider development were explored some more, the main problem concerning the percentage of affordable housing in the plans. The effect on the risk profile of the Ada College project was discussed as were some other options, with both short term and long term implications.The CEO briefed the Board on the GLA’s involvement and view on the matter. This led to further discussion including the history of how the current location and project expenditure had been encouraged by various local government bodies. Suggestions were made that some pressure be brought to bear on these parties to get involved in the situation before the 23 October planning decision.After significant debate it was recognised that a ‘Plan B’ needed to be identified and possibly also a ‘Plan C’. Concerns were also expressed that further expenditure was questionable without certainty.The Board **NOTED:**[i] a key conversation that was to take place the next day and other notable people and organisations that could be approached [ii] that the Chair and Rod Aldridge would discuss possible pathways and approaches1. *Contractors* – The COO explained some of the latest developments, including that 2 tenders had been received. It was noted that any contractual arrangement would be subject to obtaining planning consent.

Some discussion followed on the costs and timescales involved. The Board then:[i] **AGREED** to delegate a final decision to a sub-group of the Chair, Vice Chair and Kym Andrews and noted that the COO would update them.[ii] **NOTED** the programme Risk Register  | **TI/RA****TF** |
| **17/58** | **CHIEF EXECUTIVE’S REPORT** The CEO reported that he had nothing to add to the information and items already presented.Responding to a question on the use of PR and general awareness of the college, the CEO described current activities and the work of the new External Relations Manager. |  |
| **17/59** | **STRATEGIC PLANNING EVENT – UPDATE**The CEO updated the Board on the venue and also the development of the proposed outline programme. Some further ideas were raised and discussed, such as ‘Vision’ and ‘Revisiting the original brief for National Colleges’. Volunteers were sought to work with the executive on finalising the programme and Kevin Walsh and Rod Aldridge agreed to do this. Use of a facilitator was recommended.The Board **NOTED** progress with arrangements for the event and that pre-reading would be involved  | **MS** |
| **17/60** | **ANY OTHER URGENT BUSINESS**1. *Cladding –* In response to questions, following the Grenfell Tower fire, the COO provided reassurance on the type of materials used on the current building and reported that there had been an upgrade to the other specifications in the plans.
2. *Board Evaluation –* A questionnaire had been developed by the Clerk and would be issued to Members to complete ahead of the Strategic Development event.
3. *Confidential Items –* those listed would be reviewed by the Clerk with management to try and ensure openness and transparency ideals were observed as far as possible.

  | **Clerk****Clerk/MS** |

**Confirmed as an accurate record:**

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

*(Chair)*

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