

**Minutes of the Meeting of the**

**BOARD**

**held on Tuesday 27 September 2016**

**at 3.45 pm**

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

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| **Present:** | Tom Ilube *[Chair]* | External Member  |
| Nick Wilcock *[Vice Chair]* | External Member |
| Kym Andrew | External Member |
| Andrew Butcher | External Member |
| Rachel Jackson | External Member |
| Chris Payne | External Member |
| Jeni Tennison  | External Member |
|  |  |
| **and by remote**  | Sir Rod Aldridge | External Member *[16/36 -16/47]* |
| **communication** | Steve Davies | External Member *[intermittent signal]* |
|  |  |  |
| **In attendance:** | Gill Winward | Clerk to the Board |
| Mark Smith  | CEO |
| Tom Fogden | Dean *[Items 16/36 – 16/44b*)] |
| Jayshree Shah | Finance Director *[Items 16/44 and 16/45]* |
| Joysy John | Chief Industry Officer *[Items 16/40 and 16/41]* |
| Ana Herrera | Director of Progression *[Item 16/47]* |
|  | Laura Dubeck  | Programme Manager, LEP Delivery, GLA |
|  |  |  |
| **Apologies:**  | Kevin Walsh | External Member |
|  |  |  |
| **Declarations of Interest:** | None stated |

|  |  | **Action** |
| --- | --- | --- |
| **16/36** | **MEMBERSHIP APPOINTMENT**The Chair introduced an additional item of business, whereby it was being proposed that Andrew Butcher be appointed as a Corporation Board Member. This was **APPROVED** and Andrew Butcher was appointed with immediate effect. | **Clerk** |
| **16/37** | **MINUTES OF THE PREVIOUS MEETING** The minutes of the meeting held on 9 August were addressed, noting that two editions had been produced:1. A formal set which dealt with the incorporation of the College – these were **APPROVED**
2. A set which dealt with the other and more routine items of business that day – these were **APPROVED** subject to several corrections and amendments that had been identified.
 | **Clerk** |
| **16/38** | **MATTERS ARISING**The Chair referred to all action points listed from the previous meeting, item by item. Most had been cleared and Members noted the progress made where relevant.2 outstanding points remained:1. Contracts for two senior managers were still in draft prior to being sent to the Chair for verification
2. Eversheds to add the Clerk to their mailing lists
 | **CEO****Eversheds** |
| **16/39** | **CEO’s UPDATE REPORT**The CEO gave a verbal update on the very busy first month of operation. Key points included:* Move into the new building after 2 weeks in temporary premises
* 58 6th Form students had enrolled, and a breakdown of the cohort’s profile was provided. This was pleasing compared to the original minimum target of 40
* Recruitment of the second cohort of 6th formers was now a priority
* Overview of Estates and Apprenticeships matters, which were to be covered in more detail elsewhere on the agenda.

The Dean emphasised the importance of the mix within the current recruits and informed Members that all were settling in well and commencing learning. The Dean also responded to some questions, explaining that some students had been lost but other numbers gained as well, mostly via friends’ word of mouth. Teaching staff had all been retained.*Agenda items were then taken in a different order from those listed, to assist with logistics.**Ms John joined the meeting.* |  |
| **16/40** | **APPRENTICESHIPS UPDATE**1. **Employer Recruitment**

The Chief Industry Officer presented the paper and emphasised highlights which included:* a new contract signed with Google
* revised target figures, which now stood at 100 over two terms
* description of some recruitment strategies

Encouragement was extended to Board Members to assist by using their contacts to introduce organisations to the college, in order to help meet the targets1. **Proposed Foundation Degree: specification, timeline and validation process**

The CEO presented an overview of the Foundation Degree (FD) specification together with efforts towards validation by the Open University. He also explained the development of the infrastructure and other connected matters.One consideration being debated was whether or not to develop a full Batchelor degree and then reduce content to FD level: however an FD route would necessitate finding a delivery partner to offer the ‘top-up’ element.This generated much discussion a number of questions were posed, which the CEO responded to including on:* Planned length of studies and ‘top up’ arrangements
* Assessment of demand from employers and learners
* Mapping to other standards, including Apprenticeships
* Capacity and qualifications of staff and if sufficient to deliver at the ‘top-up level’

The Board **APPROVED** the move to develop a full Batchelor degree at the same cost, but noted the extra time involved.The CEO promised that there would be more details to report to the Board at their December meeting. Following a question raised on the capacity of manpower to follow the agreed path, the Board noted the response that recruitment of a Head of Faculty was planned but that risk factors were also recognised.1. **Revised Apprenticeships offer**

The CEO also reported on the new levy, with a downwards revision of the funding cap. The new limit was £18k, significantly affecting business planning (financial).The updates were **NOTED.** | **Members****CEO** |
| **16/41** | **ADA ADVANCE**The Chief Industry Officer explained that much progress had been made but in recognition of time and resource limitations there was a need to use open source technology rather than build from scratch. She outlined options evaluated which included a hybrid approach, developing content with partners.Some proposals had been received and included with the report. The CEO emphasised the aim of trying to develop relevant skills in a gaming and fun way. The Board **ENDORSED** the proposed way forward.*Ms John left the meeting* |  |
| **16/42** | **ESTATES UPDATE**1. **General progress**

The Dean provided an update on the occupation of the Broad Lane building and building developments. There were many ‘snagging’ items and other small tasks to resolve but in broad terms matters were going well. It was stressed that management were striving for a balance in the ‘feel’ of the building between an educational space and an industry environment. The Dean also confirmed that outstanding matters would be resolved in time for the planned visit of external contacts on 11 October.This was **NOTED.****b) Ashley Road - contract** The CEO drew Members’ attention to a number of key points embracing:* The aim to sign legal documents in the next 10 days
* A number of design meetings had taken place and the aim for flexible spaces was stressed. A Board member had attended one of these meetings and encouraged colleagues to attend others
* Architects were working up designs (aim of 18 November for submission of planning approval)
* Appointment of a building contractor was underway
* Partners were supportive

A number of questions were raised and answered during the ensuing discussion including:* Students not yet involved in design conversations: management would seek a suitable forum
* Floodlighting: it was acknowledged that is was sensible to include this in the planning application from the beginning and possible issues with neighbours were noted
* The signing of the Development Agreement for the lease was behind the planned schedule and this was also noted

The Board **NOTED** the update report provided | **Members****SLT** |
| **16/43** | **KEY PERFORMANCE INDICATORS (KPIs) – YEAR 1**The CEO introduced the background and purpose behind the item, also explaining how the organisational goals had been developed from the Mission, learning goals and 16/17 priorities.Members were invited to contribute further feedback on any improvements to the proposed KPIs. It was suggested that a bulletin previously issued by the Further Education Commissioner, containing suggestions for ‘key areas’ for governing bodies to monitor, may be a useful source of ideas and the Clerk was requested to locate this.During further discussion a number of specific comments on content were made, including:* Observations that some areas did not include figures or other ways to monitor progress against or check on achievement
* Clarification required on whether 2016 or 2017 were the relevant deadlines
* Cashflow to be included as an item
* Suggestion of inclusion of more measures related to ‘quality’ of delivery

The Board then:[i] **REQUESTED** refinement to the proposed list and that this then be sent by email to the Chair, Vice Chair, Mr Payne and Dr Tennyson[ii] **AUTHORISED** that approval be given by this sub-grouping[iii] **REQUESTED** that a dashboard approach be used for monitoring*Ms Shah joined the meeting* | **Members****Clerk****CEO****CEO** |
| **16/44** | **FINANCE REPORTS**1. **Year 1 (16/17) Budget**

The Finance Director introduced the paper, which also included a cashflow statement, and explained the headline points of how these had been developed. The current paper was largely based on that seen by the Board previously and key features were:* Income certain via known EFA funding allocation.
* Income less certain on fundraising and Apprenticeships
* Staffing structures prudent, also utilising fixed-term contracts

The Board **APPROVED** the 2106/17 budget. 1. **Management accounts**

The Finance Director drew the Board’s attention to the period 1 accounts (to 31 August) that had been circulated and the key points contained therein. Members were asked to note that the recent move into new premises meant that costs associated with that building were not yet coming through into the accounts.Some discussion followed on how accurate estimates of costs could be arrived at, including equipment and materials. It was noted that some contracts had now been awarded, eg for cleaning, and there was a clearer picture on staffing costs now that delivery was underway.The CEO informed Members of a generous donation that had been received. There was also discussion on cashflow and viability and a cautious note was sounded over not placing too much reliance on donations or loans but ensuring sustainability from earned income. The Finance Director explained further about the working capital loan. It was noted that there was no additional start-up funding available to FE colleges unlike for academies.Members were reminded that ‘steady state’ mode was targeted for Year 3. It was observed that the £18k per apprentice available was a richer source of potential income than the 6th Form work or the Ada Advance project.The Board:[i] **NOTED** the current position and that the Finance Advisory Group had recently had similar discussions[ii] **REQUESTED** that the 5 Year Financial Plan be made available to newer Members *Mr Fogden left the meeting*1. **Contractual Commitments**

The Finance Director drew Members’ attention to the Appendix which indicated where contractual commitments had been entered into, including for payroll services, following discussions with the Finance Advisory Group.These were noted and **ENDORSED.** | **JS** |
| **16/45** | **FINANCIAL REGULATIONS AND EXPENSES POLICY**The Finance Director presented the draft Policy documents and explained that some comments had already been received from Members, additionally via the Finance Advisory Group.Members were invited to send through any further comments and, subject to incorporating these, the Expenses Policy and Financial Regulations were **APPROVED.***Ms Shah left the meeting* | **Members** |
| **16/46** | **RISK REGISTER 16/17**The CEO explained that previous versions of the Risk Register had been mainly focussed on the capital projects but an updated and more rounded version had now been produced. He went through the document and highlighted major risk items which included:* Cashflow
* Integration of 6th Form and Apprenticeships programmes
* The target for 100 apprentices
* Property items, especially the Ashley Road development and time slippages
* Validation of Foundation Degree

Responding to a question, the CEO explained that an Ofsted inspection was not likely before October 2017 and it was noted that free schools were not usually visited until Year 3 of their operation. This was partly owing to a lack of data history to examine. It was suggested that it may be helpful to use some consultants to give ‘dummy’ informal reviews in readiness for any formal inspection and that ‘Ofsted Inspection’ be included as a risk on the register.The topic of safeguarding was raised and Ms Andrew volunteered to act as a ‘Lead Governor’ for this should one be needed.It was then **AGREED** that:[i] Members should send in any further suggestions or comments on the document[ii] the CEO would bring a more detailed Register back to the December Board meeting*Ms Herrera joined the meeting* | **CEO****Members****CEO** |
| **16/47** | **MARKETING AND RECRUITMENT PLAN 16/17 (6th form and Apprenticeships)**The key goals of this strategy were outlined by the Director of Progression who also described the 3 major components of the new campaign. It was noted that this was a continuation of the successful activities from the previous campaign.Discussion followed, including questions on various aspects touched upon, including:* Recruitment numbers for 16/17
* Careers advice
* Targeting of current non-computer science students
* Diversity of teaching staff
* Utilising experience of other organisations in penetrating non-traditional female areas, including use of relevant role models
* Ratios of students with free school meals and the usefulness of such measures
* Special events

It was also noted that 300 applications had been received and, as application forms were not an efficient filter, interviews had played an important part in the recruitment process, but that these were very resource intensive. Different assessment processes would be needed as volumes grew.The report and Plan were **NOTED.***Sir R Aldridge and Ms Herrera left the meeting*  |  |
| **16/48** | **GOVERNANCE FRAMEWORK DEVELOPMENT**The Clerk referred to the paper that had been circulated, covering a number of dimensions connected to ‘fleshing out’ the governance framework.A key aspect was the establishment of Committees and their Terms of Reference. Drafts of the latter had been distributed for comment. Members discussed these and also possible membership and chairing appointments. The Education Committee would be the first priority to get underway if it was to meet later this term.The Board:[i] **APPROVED** the Committee structure as presented, including that the Finance Advisory Group remain an informal advisory body for the present time[ii] Requested any further comments on the draft Terms of Reference to be sent to the Clerk, otherwise they would be regarded as **APPROVED**[iii] **APPOINTED** Kym Andrews as Chair of the Education Committee with Rachel Jackson, Jeni Tennison and Tom Ilube as members | MembersClerk |
| **16/49** | **FORWARD MEETING DATES**A proposed list of dates for 2016/17 had been presented. It was suggested that Tuesdays as a regular day was not the most suitable for some people and the Clerk was asked to do a round robin consultation on other options.Members also requested the Clerk to include a list of ‘likely key business items’ alongside the finalised meeting schedule when issued. | **Clerk****Clerk** |
| **16/50** | **ADA LOVELACE DAY AND MINISTERIAL VISIT** The CEO gave a verbal update on arrangements for the special day planned for 11 October. Some desired guests could not attend on that date but other key contacts and employers/sponsors could, so the event was going ahead. |  |
| **16/51** | **ANY OTHER BUSINESS**There was no further business |  |
|  | **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 13 December at 3.45pm |  |
|  | *The meeting closed at 5.50pm***Confirmed as an accurate record:****Signed…………………………………………………………………………………..***(Chair)***Date………………………………………………………………………………………** |  |