



**MINUTES OF THE PART I MEETING OF THE BOARD OF THE CORPORATION**  
**11<sup>th</sup> JULY 2011**

**Members Present:** Michael Clark (Chairman)  
Geoff Hacker  
Danny Ridgeway (Principal)  
Barbara Johnstone  
Richard Hallett  
Nigel Betts

**In Attendance:** Jon Allen  
Martin Peat  
Francis Holland

The meeting commenced at 1800

**65: Apologies for Absence, Quoracy & Welcomes**

Apologies were received from Dr Christine Couper, David Byrne, Bola Ojo, John Eldridge, Harry Rowland, Catherine Muonga and Graham Guest. It was confirmed that the meeting was quorate.

**66: Declarations of Interests**

There were no declared interests against any of agenda items.

**67: Minutes**

It was **RESOLVED** that the minutes of the following meetings be confirmed as a correct record and signed by the Chairman:

- (i) Part I minutes from the meeting held 16 May 2011
- (ii) Part III minutes from the meeting held 16 May 2011
- (iii) Part III minutes from the meeting held 17 June 2011

**68: Summary Action List & Matters Arising**

The '*Summary Action List*' was received (copy attached to the signed minutes). It was noted that the single action point for this meeting is an agenda item – to receive an update on the investigation outcomes on Bright Training Solutions Limited.

It was **RESOLVED** to note the '*Summary Action List*'.

## **69: Principals Report**

The report from the Principal was received (copy attached to the signed minutes). The report provided Members with a summary of recent developments in a range of key strategic matters since the last Board meeting in May. These included:

- Enrolments
- Student Bursary Award
- Bexley Adult Education
- Property
- Learning & Teaching
- Higher Education
- Events and awards.

The following key points were noted from the Principal:

### **Enrolments**

Currently the College has 964 16-18 year olds and 1,629 adults. The minimum target of 949 16-18 year olds has been met so ensuring that there will be no clawback next year. The Board welcomed confirmation of this achievement.

### **Student Bursary Award**

The 16-19 bursary fund is the replacement for the Education Maintenance Allowance. The College's allocation for next year is £86,640. This money is for new students because students who currently receive the maximum £30 per week EMA will receive £20 per week from a different fund next year. With the expectation that students are entitled to a bursary of £800, the allocation of £86k provides funding to support just over 100 new students compared to the 229 new students in receipt of an EMA. The College will be publishing its bursary policy outlining the eligibility criteria, total award per student and the method of payment before the end of the term.

### **Bexley Adult Education**

Due Diligence has been put out to tender. Short-listing will be agreed on Wednesday 27 July with final presentations and interviews to be held on 27 September 2011.

### **Property**

The dates of the public consultation events have now been set: Thursday and Friday 21 and 22 July at Erith Library and at the College on Saturday 23 July. There will also be an exhibition and briefing for staff on 20 July. Meetings are planned with the leader and chief executive and a briefing for Chris Ball and the other local councillors. The College will soon have a dedicated page on its website to give information about the new build and to collect feedback.

### **Learning & Teaching**

The LSIS team completed 70 observations in the week commencing 16 May. The overall outcome is the same as at the last inspected in 2009. Half of the lessons were good or better and but 13% were unsatisfactory. This is not where the College needs to be and actions will be put in place to target support next year for teaching staff to ensure that the learning experience for students improves. Learning and teaching is key to any successful

college and a key priority for next year is to ensure that it improves, not just in observed sessions but for every lesson that a student attends.

The Board placed on record its bitter disappointment that there appears to have been little progress in the quality of teaching and learning during the past year. In response the Principal agreed that this was indeed a major disappointment and that he shared their frustration. It would appear that too many staff are in the comfort zone of only aspiring to be satisfactory – they need to aspire to be outstanding. The Staff Development Day scheduled for next week will be used to reinforce the need for improved teaching and learning. The issue is not one of competency, but more of complacency and a lack of knowledge of what constitutes an outstanding lesson. Where there are performance issues then capability will take place.

It was agreed to receive at the next meeting a demonstration on the ‘Dash-Board’ system used by the Executive to monitor curriculum performance and it was also agreed for the Principal to inform teaching staff of the concerns expressed by the Board.

### **Higher Education**

Ofsted visited the College in May inspecting the University of Greenwich’s teacher training provision and Ofsted judged the provision to be ‘good’ – grade 2.

### **Events and Awards**

Governors were reminded of the invitation to attend the College’s celebration of achievement event that is scheduled for 5.45pm on Thursday 21<sup>st</sup> July.

It was **RESOLVED** to note the report.

#### **70: Shared Services Innovation Project:**

The Board received a short presentation from Mr David Round on the shared services innovation project. It was agreed to keep the Board informed on any future developments.

#### **71: Strategic Alliance with Adult Education Bexley College:**

The Principal provided a verbal update to the Board. He confirmed that he will be attending Adult Education Bexley College’s Governors Strategy Day that is being held on 12<sup>th</sup> July.

A tendering process for Due Diligence has commenced and interviews will be held on 27<sup>th</sup> July 2011 and the selection panel will consist of both Principals, the Clerk from Bexley College, two governors from each College and representatives from the Local Authority.

It was **RESOLVED** to delegate authority to the Chairman and Principal to approve the appointment to undertake Due Diligence with outcomes taken under delegated authority to be reported to the Board.

#### **72: Education Focus:**

## **Quality Improvement Plan**

'The Quality Improvement Plan' (QIP) was received (copy attached to the signed minutes). The QIP outlines the strategic actions being taken to improve the quality of provision which were identified in the 2009/10 Self Assessment Reports. The QIP provided Governors with an update on the progress being made against agreed targets.

Members reviewed the monitoring data against each of the listed improvement activities.

Following review it was **RESOLVED** to note the '*Quality Improvement Plan*'

### **73: Finance & Estates Focus:**

#### **(i) Management Accounts**

The '*Management Accounts for the period up to May 2011*' were received (copy attached to the signed minutes). The following key points were noted:

- The College is forecast an operating loss of £436k against the budget of a deficit of £483k.
- The College is currently undertaking a restructure which will incur a considerable redundancy cost. A provision of £320k has been made within the accounts and is included in the forecast deficit.
- The Balance Sheet remains in a strong position and the year-end SFA financial category remains 'Good'.
- Redcliffe Nursery has been sold resulting in receipt of £473k, assisting a total year positive cash flow of approximately £0.4m.

It was **RESOLVED** to note the Management Accounts.

#### **(ii) College Budget 2011/12 and 3-Year Financial Forecasts**

The College Budget 2011/12 and 3-Year Financial Forecasts 2011-2014 were received (copies attached to the signed minutes).

The budget has been prepared using the final funding figures from the various funding bodies. Total income is forecast at £9,748,088 with total expenditure forecast at £9,952,244 resulting in a deficit of £204,156. It is not proposed to make additional cuts to force a break-even position for the year-end, but in year savings will be sought and additional income opportunities will be targeted.

Staff costs are included post restructure and it was noted that they do not provide any allowance for a pay award this year.

Capital expenditure has been kept to a minimum to provide a positive cash flow and to protect the balance for the relocation project.

The Three Year Financial Plan has been prepared for the years 2011 to 2014 in accordance to the SFA guidelines. The financial category health assessment remains at 'good' for 2011 and 2012, improving to 'outstanding' for 2013 and 2014. For each year of the forecast there is a positive net increase in cash to service bank loans for the new capital project. It was confirmed that the capital plans have been excluded from the 3-year financial forecasts and these remain unchanged from the 10 year plan already approved by the Board and the Skills Funding Agency.

It was **RESOLVED** to approve the College Budget 2011/12 and 3-Year Financial Forecasts 2011 – 2014.

**(iii) Relocation Update**

A verbal update was made available on the relocation project. It was reported that the full contract is due to go to the Board of Barratt Homes for approval on 19<sup>th</sup> July and a meeting was held today with representatives from Barratt Homes that involved a frank discussion on the need for the contract to be agreed and signed at the Board meeting.

A Leaders briefing meeting was held last week and local counsellors were briefed this morning.

**(iv) Bright Training Solutions Limited**

It was agreed to declare this a confidential Part III agenda item and to record the minutes separately as the minutes contain commercially sensitive information relating to the College and a third party.

**74: Audit Focus**

The draft minutes/report of the meeting held on 25<sup>th</sup> May 2011 were received (copy attached to the signed minutes). The report provided the Board with information on:

- Progress update on the implementation of the Roll Forward Action Plan that summaries progress made in the implementation of all outstanding audit recommendations;
- Internal Audit 2<sup>nd</sup> Visit Report
- Value for Money Review
- Risk Management Termly Report
- Monitoring of College performance in the area of audit

It was **RESOLVED** to note the draft minutes/reports from the Audit Committee.

**75. Governance Focus**

**(i) Confidential Minute Review**

The College report '*Confidential Minute Review*' was received and presented by the Clerk (copy attached to the signed minutes). The Board has agreed to undertake an annual

review of all confidential minutes in order to determine if any of the minutes can be realised into the public domain.

Of the confidential minutes recorded during 2010/11, it was agreed that the minutes relating to the re-location of the College; the strategic alliance with Bexley Adult Education; and the contract issues with Bright Training to remain confidential as they contain commercially sensitive information. All other confidential minutes can be made available in the public domain.

It was **RESOLVED** to note the report and it was agreed to release the documents annotated as per the report.

(ii) **Corporation meeting Dates 2011-12**

Proposed meeting dates for 2010/11 were agreed.

**76: Monitoring of College Performance – Overall Summary Assessment of College Performance & Assessment of Risk**

The College report ‘*Monitoring of College Performance*’ was received (copy attached to the signed minutes). The Board has agreed a framework for the monitoring of College performance and assessment of risk. Assessments are scheduled at this meeting for the following areas:

- Student experience, teaching & learning
- Audit
- Finance & estates
- Staff & human resources
- Leadership, governance & management

Once the assessments have been agreed, the Board, in conjunction with College management, will then agree on the overall assessments (Red for high concern/risk, Amber for some concern/some risk, or Green for no risk/concern) for each of the five areas.

The following overall assessments were **AGREED**:

Student experience, teaching & learning	Amber – Some concern/risk
Audit	Green – No concern/risk
Finance & estates	Green – No concern/risk
Staff & human resources	Amber – Some concern/risk
Leadership, governance & management	Green – No concern/risk

**77: Any other Business**

As this was the last meeting for Geoff Hacker, the Chairman, on behalf of the Board, placed on record the appreciation of the Board for his contributions and services to the College during his tenure of office.

**78: Date of Next Meeting**

Board meeting Monday 10<sup>th</sup> October 2011 @ 1800

The meeting closed at 20.00

Signed: ..... Date: .....  
(Chairman)

#### SUMMARY ACTION LIST

<b>MIN REF</b>	<b>DETAILS OF RESOLUTION/ACTION POINT</b>	
70	Shared Services Project: It was agreed to keep the Board informed on any future developments.	10/10/11
69	It was agreed to receive at the next meeting a demonstration on the 'Dash-Board' system used by the Executive to monitor curriculum performance	10/10/11
71	It was <b>RESOLVED</b> to delegate authority to the Chairman and Principal to approve the appointment to undertake Due Diligence with outcomes taken under delegated authority to be reported to the Board.	10/10/11
73	Bright Training Solutions: To keep the Board informed on developments	10/10/11