



MINUTES of the Board MEETING
held on Wednesday 5 October 2022 at 15.45
via remote participation

<p>Members present: Tiffany Hall Oskar Andjelic Anna Douglas Tom Fogden Margot Hooley Lisa Kattenhorn Zarine Kharas Phil Kemp Gillian Lancaster Chris Payne Imran Rassaq Kathryn Skelton Mark Smith Steve Stanley Kevin Walsh Nick Wilcock</p> <p>In attendance Susanna Whalley (Lawson) Sophie Clifton Tina Götschi Joy Watkins Jacky Gearey</p>	<p>Chair and External Member Student Governor External Member External Member/Dean Staff Governor External Member External Member External Member External Member External Member External Member External Member External Member External Member External Member CEO External Member External Member External Member Prospective governor Director of Capital Projects (DCP) for item 1.10 Principal for items 1.5 Director of Finance and Operations (FD) for items 1.8 Clerk</p>
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Quorum 7 Members

Item	Topic	Action
	The Chair opened the meeting at 15.48 and welcomed Margot Hooley to her first meeting. The Chair noted that the agenda was full and emphasised the need to focus on the most significant items at 1.8 and 1.10. As the paper for item 1.9 had only recently been received and was in itself a substantial piece of work, this would be more fully addressed at the next Board meeting in December. The papers were to be taken as read and the authors of these papers asked to draw the Board's attention to the discussion and actions points required.	
	<p>Apologies for Absence Apologies had been received from: 1. Amali de Alwis</p> <p>Declarations of Interest in agenda items There were no declarations of interest.</p>	
1.0	<p>Ratification of New Governor Susanna Lawson was proposed as the new governor to the Board. The Board had been advised of her wealth of experience in teaching, running a software company and in dealing with the apprenticeship businesses. The Board approved her appointment Resolved that Susanna Lawson was duly ratified as the new governor</p>	

1.1	Minutes of Previous meeting	
	<p>Minutes: (i) Meeting 4 July 2022</p> <p>The Board approved the minutes of the meeting held on 4 July 2022 as an accurate record of the meeting held.</p> <p>Confidential minutes: (ii) Meeting 4 July 2022</p> <p>The Board approved the confidential minutes of the meeting held on 4 July 2022 as an accurate record of the meeting held.</p> <p>Resolved that: (i) the minutes were an accurate record of the meeting 4 July 2022 (ii) the confidential minutes were an accurate record of the meeting 4 July 2022</p>	
1.2	Matters Arising	
	<p>Item 5.0 Bain Strategy Project - the apprenticeship review to be incorporated into the report, and a reference made to levelling up and government engagement - see item 1.9.</p> <p>Item 5.8 22/23 Business Plan & Budget – see item 1.8</p> <p>All matters had been closed off.</p>	
1.3.	Chief Executive’s Overview	
	<p>CEO provided a brief update acknowledging that some of his report was being covered in detail under items 1.8, 1.9. and 1.10.</p> <p>Staff turnover has been high for 2021/22, due to a variety of factors including the pandemic, changes to personal circumstances and the announcement of the relocation to Victoria.</p> <p>The College needs to identify c.£2.5m of additional income over the next 3 years for a sustainable, multi-region College and a working capital facility to help manage the cashflow implications of the Blossom Street capital project (see item 1.8, 1.10). This year saw the second largest intake of sixth formers and apprentices, although the latter is now split over two sites in London and Manchester. The lower than expected London apprenticeship numbers have been a disappointment for a variety of reasons, many of which were outside the college's control. Work with the Impetus foundation to improve student recruitment, outreach and Business Development Strategies (see item 1.9) was going well. A major focus for the year ahead is to improve the conversion rate of Ada sixth form students through into Ada Apprenticeships. The number of low-income students and ethnic minority students for the new sixth form cohort is above target, but the number of female students has dropped. Recommendations from the NCG Peer Review are being incorporated and the review team will be asked if they can revisit and provide further feedback. In the absence of a Director of People the CEO is currently working closely with the HR Manager and an interim HR consultant to review contracts, look at hiring processes and the quality of job descriptions.</p> <p>The Board asked for clarity about the lower apprenticeship numbers and Dean explained that some were due to; the pandemic, hiring freezes and the fact that the original proposed numbers from certain companies had dropped because of the quality of the applicants. For reassurance the Dean confirmed that pre-Covid autumn there had been a big intake and the targets had been met. As this had a financial implication, further questions were asked about the forecast volumes and the action the College was taking action on this. CEO confirmed that by using the CRM tool, the forecast numbers would be going into the budget forecast.</p> <p>There was further discussion on CPD, staffing and negative value on BTECs with the CEO emphasising that the Principal and her staff were under severe pressure especially in light of the requirements to support and train newly qualified teachers now referred to as early career teachers (ECT). These teachers required ongoing mentoring and support for the first two years in teaching and this was proving to place additional work</p>	

	<p>on the more experienced teachers. Two board members (AD and LK), with an educational background, offered their support in mentoring. Regarding the BTECs, the Principal explained that the measurement was not based on a like for like and this had affected the value.</p> <p>The Chair thanked the CEO and Principal for their comments and asked all committee chairs to be cognisant of the work that they are asking the ELT to do in future considering how stretched they were.</p> <p>Resolved that the Chief Executive's Overview Report was received and noted by the Board</p>	
1.4	<p>Student Governor Report</p>	
	<p>As previously minuted, remote learning was working well for the apprentices, but the key issues include the reduced support from skills coaches, reflective statements and dissertation process. A meeting has been set up with the Dean to discuss this with the Dean providing some context around how the skills coaches operate. Reference to the possible use of overseas tutors was explained and although possible it came with safeguarding issues. Listening to the points raised the Board asked the CEO/Dean to provide the key competitive points within the apprenticeship market to be brought to the Board and/or the Education committee.</p> <p>Resolved that;</p> <ul style="list-style-type: none"> (i) the Student Governor Report was received and noted by the Board (ii) CEO/Dean to provide the key competitive points within the apprenticeship market to be brought to the Board or the Education committee 	
1.5	<p>Safeguarding and Prevent Update</p>	
	<p>The report was for noting and had been discussed at the recent Education committee. No major issues had been raised. The safeguarding policy had been updated in accordance with the latest Keeping Children Safe in Education (KCSIE) 2022 and Ofsted Education Inspection Framework (2022). As the Safeguarding Lead governor had been unable to attend the meeting and subsequent comments received by her after the meeting require some amendments, it was decided that once these had been addressed, the policy will go back to the Education Committee for sign off in November before going to the Board in December.</p> <p>Resolved that the Safeguarding and Prevent update was received and noted by the Board</p>	
1.6	<p>Review KPIs for 2021/22 and approve KPIs for 2022/23</p>	
	<p>The Organisational Targets & KPIs for the end of the academic year 2022 were presented for information. These provided an overview of performance across different areas, RAG rated against the target with commentary for those that have not met target. Also presented were the proposed KPIs and targets for 2022/23 for Board approval. The proposed KPIs do not contain any financial or operational KPIs and were focussed on the College programmes. The Board discussed the KPIs and felt that whilst governance on capital projects was strong, there needed to be some financial qualification and it was decided that the number of cash days is to be added. Additionally the Board felt that the overly high sixth form progression and apprenticeship rates set (due to the mix matched cohort strengths) were overly stretched and that a lower more realistic KPI needed to be discussed offline.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) the KPIs for 2021/2022 were received and noted by the Board (ii) the proposed KPIs for 2022/2023 were received and approved by the Board and that a financial KPI regarding number of cash days was to be added (iii) sixth form progression and apprenticeship KPIs to be discussed offline 	
1.7	<p>Strategic Level Risk Register</p>	

	<p>The FD presented the revised register explaining that one new risk had been added since the last Board meeting which has been split out from an existing risk of insufficient organisational capacity to be able to deliver business as usual activity, which has been separated out from the risk of insufficient organisational capacity to deliver the two relocation projects as they have different impacts, controls and mitigating activities. Out of 23 strategic risks, 1 has changed scoring in a positive direction, 6 have moved in a negative direction and the remainder have not changed.</p> <p>The DCP joined the meeting at 16.39.</p> <p>The Chair emphasised that the key risks were part of items 1.8 and 1.9 and would be discussed further.</p> <p>Resolved that the revised Strategic Level Risk Register was received and noted by the Board</p>	
1.9	Ada Strategy Review	
	<p>The updated strategy document presented originated from work done with Bain and Co. through the Impetus Foundation Partnership. Named 'Evolving to Ada 2.0' it is a draft organisational strategy through to December 2025. It has been shared with staff for input and feedback and was well-received. The ELT was now seeking the Board's feedback and ideas so that provisional sign-off on the strategy can begin. Whilst the Board appreciated the work done on this, as the deck had only just been sent out, they felt there had been insufficient time given for them to read, digest and make constructive comments on the document. The Board Chair agreed with the sentiments expressed and asked that Board members feedback comments to CEO directly.</p> <p>Resolved that:</p> <p>(i) the Ada Strategy Review was received and noted by the committee</p> <p>(ii) Board Members to provide feedback comments to the CEO directly on the document</p>	
1.11	Documents for Approval	
	<p>The Audit Terms of Reference had been reviewed and recommended to the Board for approval. The Board so approved.</p> <p>Resolved that Audit Terms of Reference were received and approved by the Board.</p>	
1.12	Governors' Register of Interest 2021-22	
	<p>The Register of Interests was presented for noting. Declarations of Interests were made at each, and every Board and committee meeting and this register had been sent to the external auditors as part of their audit.</p> <p>Resolved that Governors' Register of Interests for 2021-22 was received and noted by the Board</p>	
1.13	Board Members attendance	
	<p>The attendance data for all Corporation and Committee meetings during 2021/22 was presented. As a benchmark, the sector average for Board attendance was 88%. For all College Board meetings the average was 85%, however committee attendance was 94% with the move to fully remote meetings having had a significant impact on governor attendance with 12 out of 18 members having 100% attendance.</p> <p>The Chair wanted to thank all governors for their time, support and attendance at both board and committee meetings enabling robust discussion and debate to take place.</p> <p>Resolved that the Report on Board Members' attendance was received and noted by the Board</p>	
1.14	Board and Committee membership update	
	<p>The Clerk advised the Board was now fully constituted and the skills audit reviewed. It was still felt that it was essential to proactively seek additional people with FE and</p>	

	<p>apprenticeship experience who could act as co-opted members in the first instance providing additional knowledge and experience to the College.</p> <p>Resolved that the Board and Committee membership update was received and noted by the Board</p>	
1.15	<p>Committee Chairs' Feedback</p> <p>Chairs Reports The Chairs' reports provided brief feedback on their respective meetings covering the intervening period from 7 July 2022. Full minutes were available on request. Finance & Resources – 14 September 2022 – for substantive items see item 1.8 and 1.10 Audit 26 September 2022 – see item 1.8 Education – 28 September 2022 – early draft of SAR considered and the safeguarding policy.</p> <p>The Chair asked if there were any questions on the above that had not been addressed either in previous agenda items or now, and there were none.</p> <p>Resolved that the Committee Chairs' Feedback was received and noted by the Board</p>	
1.16	<p>Any Other Business</p> <p>It was raised that the exercise of putting the Board self-assessment form into Google Forms had not been successful, Board members who had not completed the questionnaire were asked to do so at the earliest opportunity. An email with the link had been sent.</p> <p>The Chair wanted to explore the opportunity of a strategy away day in Manchester and asked the Board Members to feedback on this. It would be an opportune time to visit the site which many had not seen.</p>	
1.17	<p>Date of next meeting to be held at the Deloitte building at 2 New St Square, London EC4A 3BZ, UK 1. 12 December 2022 at 15.45</p>	
	<p>Close of meeting</p>	
	<p>Meeting closed at 17.50</p>	