



**MINUTES of the Meeting of the Board MEETING  
held on Wednesday 6 October 2021 at 15.45**

held at Broad Lane, Tottenham Hale, London and via remote participation

**Members present:**

Tiffany Hall  
Lisa Kattenhorn  
Phil Kemp  
Chris Payne  
Kathryn Skelton  
Mark Smith

Chair and External Member  
External Member  
External Member  
External Member  
External Member  
CEO

**Members via remote participation:**

Amal de Alwis  
Oskar Andjelic  
Zarine Kharas  
Gillian Lancaster  
Imran Razzaq  
Nick Wilcock

External Member  
Student governor  
External Member  
External Member  
External Member  
External Member

**In attendance:**

Tom Paddy  
Kora Kumor  
Dee de Bellotte  
Tina Götschi  
Joy Watkins  
Jacky Gearey

Assistant Principal & DSL (AP) - item 1.5  
Manager Capital Projects - item 1.8  
Director of People – items 1.3 & 1.12  
Principal - items 1.3 & 1.5  
Director of Finance and Operations (FD) - item 1.7  
Clerk

**Quorum 7 Members**

Item	Topic	Action
	<b>Apologies for Absence</b>	
	Apologies had been received from: <ol style="list-style-type: none"> <li>1. Tom Fogden</li> <li>2. Kevin Walsh – out of country</li> <li>3. Olga Bonney-Glozik</li> <li>4. Anna Douglas</li> <li>5. Kymberlie Andrew</li> </ol>	
	<b>Declarations of Interest in agenda items</b>	
	There were no declarations of interest	
1.0	The Chair opened the meeting at 15.56 and welcomed Oskar Andjelic the new student governor to his first Board meeting and Tom Paddy the Assistant Principal and Designated Safeguarding Lead (DSL)	
1.1	<b>Minutes of Previous meeting</b>	
	<b>Minutes:</b> (i) Meeting 5 July 2021 The Board approved the minutes of the meeting held on 5 July 2021 as an accurate record. <b>Confidential minutes:</b> (ii) Meeting 5 July 2021	

	<p>(iii) Special meeting 22 July 2021</p> <p>The Board approved the confidential minutes as accurate records of the meetings held on 5 and 22 July 2021.</p> <p><b>Resolved that the Board approved:</b></p> <p><b>(i) the minutes as an accurate record of the meeting held 5 July 2021</b></p> <p><b>(ii) the confidential minutes as an accurate record of the meetings held 5 and 22 July 2021</b></p>	
1.2	<p><b>Matters Arising not covered by the agenda</b></p>	
	<p>Item 5.4 – Safeguarding Audit – still ongoing see item 1.5 for update</p> <p>Item 5.14 – Board self-evaluation – waiting for some replies with a chasing email sent</p> <p>All other matters had been actioned and were now closed. There were no further matters arising.</p>	
1.3	<p><b>Chief Executive’s Overview</b></p>	
	<p>The CEO explained that the timelines for the Victoria building business case decision had been delayed by a month due to the recent Ministerial reshuffle. The Chair said that this may have an impact on the strategy day planned for 25 November but to be further discussed under item 1.8.</p> <p>The FD advised that much of the substantive testing for the financial audit had been completed and that RSM was doing the internal funding audit which was a separate piece of work. The GDPR gap-analysis will also be happening over the next 4-6 weeks.</p> <p>The Further Education Commissioner (FEC) had visited the College in order to provide a brief review for the DfE’s business case submission for the Victoria Building. The draft report had recently been received for the College to comment on and was very positive. The DfE has confirmed that they will incorporate these comments.</p> <p>Reference was made to contact with the Impetus foundation which is a provider of money and pro bono business expertise from the private equity community to help disadvantaged young people. If successful, this would be a major new donor for the College over the next 3-5 years.</p> <p><b>Apprenticeships</b></p> <p>The first of three apprenticeship Launchpads was underway, with apprentices back in Vallance Road for the first time since March 2020. Further Launchpads commence in London &amp; Manchester in October with 81 apprentices enrolling overall. Attendance and EPA pass rates were above the sector average and apprentice feedback has been very high since January 2021, though too many apprentices were not completing their apprenticeship, impacting the qualification achievement rates and therefore the income that is linked to EPA completion Overall apprentice intake numbers are lower than expected and budgeted due to companies under recruiting and also a change in the recruitment schedule. The Chair asked how this affected the budget/cashflow. The FD confirmed that there would be an impact, but this could not be currently substantiated. There followed a lively discussion regarding how to recruit aggressively, the issues raised about some companies offering apprentices financial incentives to change to permanent roles mid-term and the contractual implications of this practice. The student governor said he was aware of this practice amongst the apprentices.</p> <p><b>Sixth Form</b></p> <p>A number of new learners have enrolled after the first 4 weeks and whilst volumes are lower than anticipated, the College has the highest proportion of female students ever. The College will shortly be going out to schools to recruit in-person and will hopefully increase</p>	

	<p>the intake for the September 2022. The focus for this year is to again reach 100% UCAS applications, but also ensure that courses and destinations are aspirational. The College will be concentrating on ensuring a higher success rate for the students to transfer over to the Ada apprenticeship program.</p> <p>The Board asked about the challenges of recruitment with the use of digital methods. The Principal said that this was being used however it had been difficult this year as many students had enrolled in other organisations hitherto not normally considered and that coupled with grade inflation had resulting in students going elsewhere. CEO said that a marketing manager has been recruited to address this including Search Engine optimisation. The Chair asked the student governor for his comments, which were word of mouth was still very persuasive.</p> <p><b>Resolved that:</b> <b>(i) the CEO's overview was received and noted by the Board</b></p>	
1.4	<p><b>Student Governor Report</b></p>	
	<p>The student governor, an apprentice presented his report covering in the main how were apprentices finding remote learning. There was mixed feeling about the various approaches for online learning, many enjoying the increased flexibility whilst others were concerned about whether future learning would be physical or online especially as some had moved geographical location and were concerned about the associated increased travel costs. In addition, the Board was advised a report form was being generated so that any comments from the sixth form cohort would be relayed to the Board going forward.</p> <p>Ideas were suggested regarding student laptop buy schemes, emergency funds, advanced notification of apprentice college weeks and IT connection of college devices. The Chair said that these operational inputs were interesting and asked that the student governor send these to the ELT who would look at these.</p> <p>The Board all thanked the student governor for a concise and clear report for his first meeting.</p> <p><b>Resolved that the student governor report was received and noted by the Board</b></p>	
1.5	<p><b>Safeguarding and Prevent Update</b></p>	
	<p>The Assistant Principal/DSL provided an update on safeguarding covering the following:</p> <p><b>Sixth Form</b></p> <ul style="list-style-type: none"> <li>• All staff have received refresher safeguarding training at the start of September, read Keeping Children Safe in Education 2021 and signed the declaration.</li> <li>• Student disclosure form is now live and is on the College's website.</li> <li>• All students received sexual harassment and peer on peer abuse workshops in their first week as part of their industry project curriculum.</li> <li>• A number of safeguarding Incidents have been raised (July to end of September). The Chair asked how this compared year on year and AP said that going forward this would be provided.</li> </ul> <p><b>Apprentices Safeguarding</b></p> <ul style="list-style-type: none"> <li>• No concerns have been raised or flagged by employers during this period.</li> <li>• The counselling service has been extended to the apprenticeship team and if required can be put into their care plan devised by their employer and the College</li> <li>• Looking to rolling out sexual consent training to all apprentices over the next month</li> <li>• A cross-college safeguarding audit was still ongoing and findings from this will be published to the ELT, the Board Chair, the lead safeguarding governor and Chair of Education committee.</li> </ul> <p><b>Prevent</b> – there were no concerns</p> <p><b>Safeguarding Policy (originally to be covered under item 1.10)</b></p>	

	<p>The College's Safeguarding and Prevent policy 2021 had been re-drafted with the main changes highlighted:</p> <ul style="list-style-type: none"> <li>• Key Contacts - Included the Manchester Team and local services.</li> <li>• Definition between child and vulnerable adult to include the new vulnerable categories</li> <li>• A new Part 5 on Sexual harassment and violence has been added to policy.</li> <li>• Addition of a section to Appendix 2 highlighting the "Self-disclosure safeguarding form".</li> </ul> <p>The lead safeguarding governor advised that a sexual harassment and sexual violence (SHSV) strategy document should be provided and gave an example of such. This would be a key focus of any Ofsted inspection and it would be expected that all can talk confidently about what the College is doing in relation to this. This document would cover both sixth form and apprentices and it was agreed that this document would be sent to the CEO for consideration.</p> <p>The issue of the IT filtering system used in the College was raised with the CEO explaining that whilst the Broad Lane site was covered because the laptops were provided by the College for the sixth form learners, the issue was more complicated for both Vallance Road and Manchester sites where apprentices use the laptops provided by their employers. This matter is currently being reviewed.</p> <p>Tom Paddy left the meeting at 15.50</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>the Safeguarding and Prevent update was received and noted by the Board</b></li> <li>(ii) <b>the Safeguarding policy was received and approved by the Board subject to the amendments mentioned above</b></li> <li>(iii) <b>Lead safeguarding governor to provide the SHSV strategy document for CEO</b></li> </ul>	
1.6	<p><b>Review KPIs 2020/21 and approve KPIs for 2021/22</b></p>	
	<p>The annual organisational key performance indicators presented were RAG rated and for noting. The key performance indicators for 21/22 had been reduced by 2. For reassurance the CEO advised that it was only at this meeting that all were presented for discussion as the various KPIs covering education and finance &amp; operations were all regularly reported and discussed at the respective committees. The Board asked whether the College measured employer feedback and that the use of MIS for employers and parents would be good going forward. Additionally the Chair felt it would be beneficial for the Board to see the trends going forward as opposed to analysing numbers on the RAG chart. CEO said that this would be addressed going forward. The Board approved the KPIs presented for 2021/22</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>the update on KPIs for 2020/21 were received and noted by the Board</b></li> <li>(ii) <b>KPIs for 2021/21 were received and approved by the Board</b></li> </ul>	
1.7	<p><b>Strategic Level Risk Register</b></p>	
	<p>The latest register was presented. The FD advised there had been no significant changes apart from:</p> <ul style="list-style-type: none"> <li>• the ongoing difficulty to retain and recruit technical training providers for the apprenticeship programme</li> <li>• increase learner numbers – already discussed under item 1.3</li> </ul> <p><b>Resolved that the revised Strategic Level Risk Register was received and noted by the Board</b></p>	
1.10	<p><b>Policy documents for approval</b></p>	
	<p>The Safeguarding policy was covered under 1.5</p>	
1.11	<p><b>Apprenticeship Programme Review</b></p>	

	<p>The CEO explained that the scope of the 20-day strategic review undertaken by Lucidity was to look into the College's plans for post 18 provision including analysis of the current position, partners, products, and the development of a plan for action. Its interim observations covered the following:</p> <ul style="list-style-type: none"> <li>• Employer goodwill is significant and reflects the strength of Ada's mission and culture and could be harnessed more effectively to provide market intelligence</li> <li>• The market is becoming increasingly employer needs driven</li> <li>• Coaches are the critical differentiator adding value for apprentices and employers.</li> <li>• Need to reflect employer concerns more directly in the College strategy and operating model</li> <li>• There are core weaknesses in PR/comms and the apprentice experience</li> <li>• College has in some cases over promised and under delivered and has focused more on student feedback and metrics rather than that from the employers</li> <li>• College should involve employers in course design, bring those with operational expertise into the sales process, and augment delivery with dedicated account management</li> <li>• Must prioritise client needs</li> </ul> <p>The review concludes that assuming resourcing issues and goodwill are addressed and the provision of a scalable operating model, this all bodes well for future growth with the potential to remain and become the preferred supplier.</p> <p>The Chair said that it was right to commission this work recognising that there were inherent problems. Although a challenging read, it was very valuable and validates some of the issues previously raised especially client management, the team's skills and capacities to deal with this and the required hiring for the roles mentioned. There followed a more detailed discussion covering ongoing client feedback especially those who were not happy. The Board said that they wanted to see the top five issues to be addressed. The CEO said that an action plan will be generated detailing what would be done at certain calendar points i.e. Christmas 2021, March, July and December 2022 and that this should help to keep hold of the apprenticeships and attract new ones going forward. The Board further asked that Manchester be included in this, and the CEO agreed.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Apprenticeship Programme Review was received and noted by the Board</b></li> <li>(ii) <b>CEO to include Manchester in action plan to be presented at each Board meeting</b></li> </ul>	
<p><b>1.12</b></p>	<p><b>Pay &amp; Reward Benchmarking – Autumn 2021</b></p>	
	<p>This item was brought forward to allow the Director of People (DoP) who joined the meeting at 17.12, to leave.</p> <p>A pay and reward framework was being developed and implemented during the course of this teaching year with the aim that the pay bands would be ready for use from 2 January 2022. A pay and reward expert has been contracted who will:</p> <ul style="list-style-type: none"> <li>• identify any pay and job levelling issues through meetings with the Executive team, a reward focus group with staff and a review of the relevant information</li> <li>• conduct a pay benchmarking review including collecting published information from comparator organisations</li> <li>• propose recommendations on next steps for pay and grading to align with the College's objectives</li> <li>• provide the Remuneration Committee with a pay benchmarking paper for senior post holders with a proposed process for conducting the review in future years.</li> </ul>	

	<p>The output from this work will ensure that the College understands its internal relativities and how it is paying staff in comparison with the external pay market. One key point was the use of the staff voice i.e. sharing a digital pay survey, staff workshop on pay and rewards.</p> <p>The Chair asked about whether the pay bands would include pensions, leave and working environment. The DoP explained that this would be addressed in stage 2, however the Chair was concerned about excluding pensions and leave entitlements at the onset and felt that a mapping exercise of the pay bands followed by an alignment on pensions etc should be had and this was vigorously endorsed by other members of the Board. DoP confirmed that this would result in a longer lead time, with the FD stating affordability was critical and that this would be added to the risk register.</p> <p>DoP left the meeting at 17.22</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Pay &amp; Reward Benchmarking report was received and noted by the Board</b></li> <li>(ii) <b>DoP to complete a mapping exercise of pay bands and pensions</b></li> <li>(iii) <b>FD to add Pay &amp; Reward Benchmarking to the risk register</b></li> </ul>	
<p><b>1.13</b></p>	<p><b>Governors' Register of Interest 2020-21</b></p>	
	<p>The Clerk explained that there was a legal duty on all governors to declare an interest likely to lead to questions of bias when considering any item of business at a meeting and for the governor concerned to withdraw, if necessary, whilst the matter was considered. There had been no conflicts of interests declared.</p> <p><b>Resolved that the Governors' Register of Interest 2020-21 was received and noted by the Board</b></p>	
<p><b>1.14</b></p>	<p><b>Board Members attendance</b></p>	
	<p>There were 5 scheduled board meetings in 2020-21 with 2 ad hoc additional special meetings (7 meetings in total). A 70% indicator is widely regarded within the sector as 'average' and over 80% as 'good'. Board member attendance rate was:</p> <ul style="list-style-type: none"> <li>• all board meetings (7) average is 83%</li> <li>• scheduled board meetings (5) average is 85%</li> </ul> <p>The sub-committees' members' attendance was above 91% for all committees with the exception of Education where two members had been ill (Covid).</p> <p><b>Resolved that Board Members attendance data was received and noted by the Board</b></p>	
<p><b>1.15</b></p>	<p><b>Board and Committee membership update</b></p>	
	<p><b>Board Membership</b> The Chair advised that recruitment for an additional independent member FE / apprenticeship experience was still ongoing.</p> <p><b>Link Governor Role</b> Imran Razzaq to take over the link EDI governor role which was previously covered by Salman Momen.</p> <p>The Chair asked that the members now engage in attendance at the College/ events where they could meet students and it would provide an opportunity for feedback to the ELT. The CEO's EA to be asked to circulate monthly opportunities for members to visit the College.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Board and Committee membership update was received and noted by the Board</b></li> <li>(ii) <b>CEO's EA to circulate monthly opportunities for members to visit the College</b></li> </ul>	

<b>1.16</b>	<b>Committee Minutes and Feedback</b>	
	<ul style="list-style-type: none"> <li>Finance &amp; Resources committee confidential minutes – 15 Sep 2021</li> <li>Board Membership committee – 20 Sep 21</li> </ul> <p>The Chair asked if there were any questions on the above that had not been addressed in the previous agenda items and there were none.</p> <p><b>Resolved that Committee Feedback/minutes were received and noted by the Board</b></p>	
<b>1.17</b>	<b>Any Other Business</b>	
	<p>Board asked about the strategy day scheduled 25 November and whether there would be enough time to consider the numerous very important topics coming up e.g., external stakeholders and apprenticeships, capital projects, and Manchester. The Chair said that this would be further discussed offline.</p> <p>There was no other business.</p>	
	<b>Date of Next meeting</b>	
	<ul style="list-style-type: none"> <li>13 December 2021 at 15.45 at Broad Lane</li> </ul>	
	<b>Close of meeting</b>	
	Meeting closed at 17.53	
	MINUTES of the meeting held on <b>Wednesday 6 October 2021</b> were agreed and accepted as a true and accurate record.	