

**Minutes of the Meeting of the**

**BOARD**

**held on Wednesday 7 February 2018**

**at 3.30 pm**

**at 65 Clifton Street, London, EC2A 4JE**

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| --- | --- | --- |
| **Present:** | Tom Ilube *[Chair]* | External Member |
| Nick Wilcock *[Vice Chair]* | External Member |
| Sir Rod Aldridge | External Member |
| Steve Davies | External Member |
| Rachel Jackson | External Member |
| Chris Payne | External Member |
| Jeni Tennison | External Member |
| Kevin Walsh | External Member |
| Mark Smith | CEO |
|  |  |  |
| **In attendance:** | Tom Fogden | Dean |
| Adam Rogers | Vice Principal |
|  | Sophie Runcorn | Strategy and Performance Manager |
|  | Imman Laksari-Adams | Greater London Authority |
|  |  |  |
| and by remote | Jayshree Shah | Finance Director |
| access: |  |  |
|  |  |  |
| **Apologies** | Kym Andrew | External Member |
|  | Andrew Butcher | External Member |
|  | Kalina Bontcheva | External Member |
| and from: | Gill Winward | Clerk to the Board |
|  |  |  |
| **Declarations of Interest:** | None stated | |

*In the absence of the Clerk, Ms Runcorn had agreed to take the minutes of the meeting*

|  |  | **Action** |
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| **18/01** | **MINUTES OF THE PREVIOUS MEETINGS**  The minutes of the meeting held on 13 December 2017 were **APPROVED** to be signed by the Chair as an accurate record. |  |
| **18/02** | **MATTERS ARISING**  Most actions had been completed or were in hand. Special mention was made of:   1. *Item 17/63a)* - *6th Form Academic Action Plan:* this was covered in item 3 College Self-Assessment Report /Continuous Improvement Plan update. 2. *Item 17/65 -**Annual Report and Financial Statements:* questions were asked about publication of such documents on the College website, also minutes of Board and committee meetings 3. *Item 17/67*–*H&S Report– Business Continuity Plan:* to be carried over to the next meeting. 4. *Item 17/67-H&S Report- Fire risk assessments:* process of updating this is being initiated. 5. *Item 17/70*- *Organisation Goals – red areas: a*n update has been included in the meeting papers and further reporting on KPIs and Organisation Goals will be brought to the next Board meeting. 6. *Item 17/71 – Ashley Road Development Project:* suggestion made that external expert resource to support may be needed | **MS**  **MS/TF**  **SR** |
| **18/03** | **COLLEGE SELF ASSESSMENT REPORT/ CONTINUOUS IMPROVEMENT PLAN**  *This item was confidential* |  |
| **18/04** | **OPERATIONAL UPDATES:**   1. **6th form - Recruitment, progress & progression**   The CEO presented this update.  81% of students had applied to university – every single student now has at least one offer. Some have multiple offers and others have very good offers from Russell group universities or unconditional offers. In May they will have to choose two of those offers.  Most students have reasonable offers, some are very stretching, now focussing on getting students to deliver on their targets grades. For students who are not sure about university or are keen to explore other routes we are encouraging and supporting them to apply for apprenticeships.  Board asked how much support Ada staff gave to students who are applying? Kick started support with a session on what a good personal statement looks like. We are also developing our coaching offer for students to help them choose the right path earlier and decide between offers.  Exec team want to shift to encourage students to apply to university earlier as the brightest students get their applications in by October for Oxbridge deadline. Most of our students applied in November and December.  Board asked if we do anything to specifically target parents? Employers like Deloitte have materials for parents which we could use. Ada are hosting a parents evening on both universities and apprenticeships for parents.  Board asked what percentage split is likely to be of those going to university versus taking an apprenticeship? Likely split is 65-70% university and 30-35% apprenticeships (all apprenticeships not only those through Ada).  **Agreed to include a summary of university offers and which universities in the papers for the next Board.**  Sixth form applications have dropped off slightly in December, January numbers not in yet. To combat this we have hired an additional resource to call schools and drive events and recruitment, engaged Salesforce to develop a marketing and recruitment strategy.  Board asked if we could use best practice from other colleges or schools? Kings Maths school is most similar and they recruit mostly from their Maths challenge. Exec team also spoke to East London School of Music (ELAM) on this topic but they do not struggle to recruit. Key issue is that prospective Ada students are spread across lots of schools across London.   1. **Apprenticeships - New programme, Recruitment & progress**   The CEO presented this item. Key points:   * On track for our 120 target, estimating this will be split 20 in May 2018 and 100 in October rather than the original 35/85 split. Approximately 100 of these are confirmed in total with 20 confirmed for May. * Board asked what pipeline looks like for remaining unconfirmed places? Board offered help with network. * Ada still does not have full time teaching resource for apprenticeship programme and a lecturer is being recruited. This is a big area of focus for the rest of the year. | **MS** |
| **18/05** | **MID-YEAR SAFEGUARDING REPORT AND OVERVIEW OF SEN PROVISION**  *This item was confidential* |  |
| **18/06** | **FINANCE REPORT – PERIOD 5**  The Finance Directorpresented the report on finances to end of December.  Key points were: Still in deficit but £8k positive variance. This is good considering lost apprenticeship income, this has been negated through savings on staff and additional accommodation costs. Savings made on salary of he Principal following resignation, but this has been used to provide additional support on GCSE English. We also need to backfill for the Vice Principal (Business Studies A Level) as he takes on the Principal’s duties.  Cash-flow is reasonably positive but relying on fundraising to get us through to end of financial year. We have received external support to review our Management Information system to make sure we are claiming everything we are owed in terms of statutory funding from Government and additional funding for students who are eligible.  Biggest risk is fundraising, significant amount received from BAML however there is still a way to go to achieving the £360k target.  Board challenged: March cash-flow shows us down to £11k, with £40k against March fundraising. March is tightest month for colleges. Response – savings have not been fully shown they have been held back and can be released in order to cover March. Board asked why these have been held back? Response is this is contingency in order to cover unexpected expenses and temporary resources to backfill.  Board asked are we receiving money on time in terms of apprenticeship funding? Response if employers haven’t registered themselves or their employees on the digital system then we do not get paid. We have invoiced directly in some cases, but also need to be more proactive in terms of getting employers on the system before their apprentices start.  Board asked if May apprenticeship cohort is viable? Response: Next year we are looking to move this to January/February time as May is too late. One employer moved 10 apprentices back from May to October.  Board asked do we have good leads identified on fundraising? Response yes for example King is fairly solid but challenge is getting it in the bank by end of the financial year, especially those funders who have more complex processes to release funds.  Board asked if we have done cashflow forecasting beyond the end of July 2018? A 5 year view had already been produced and **the Finance Director**  **will provide 18-month cashflow view to the Board.**  Currently issue is timing of repayment of working capital loan, the Finance Director will start discussions with DfE on whether we can delay the repayments.  Board raised concern on capital funding mixing with operational funding. Capital funding will go into a dedicated account with clear separation, and our reporting will also continue to be separate.  Board asked when we actually know we will be in a position we know we can’t pay  back the loan? Board asked will we incur additional penalties if we don’t pay back the loan on time? Response, no penalties, and 2 x 12 month payment holidays included in contract for short term delays but interest is charged at 3% and discussions will need to take place soon if we need more flexibility.  Board questioned why we are relying on fundraising to meet budget? Response is that other FE colleges get efficiencies of scale and Ada does not. We are not starting to generate sufficient surplus to not need fundraising until 2021/2022.  **Board asked for more visibility on reserves required for next Board meeting.** Provide greater transparency on where we are making savings and bank these, and recognise when we need to re-hire. We cannot continue to rely on making savings in this way.  Some concerns were raised over the resourcing of the Finance function, particularly at the FD level given the current part-time nature of the role, and especially as a capacity constraint as the College grows. Members were given some reassurances through the development of more junior staff through financial qualifications and plans to internally promote staff to better support the FD. It was noted that a full-time data manger would be needed from next year onwards. | **JS**  **JS** |
| **18/07** | **STRATEGIC RISK REGISTER 2017/18**  Presented by the CEO. Key points:  Ashley Road building currently due to open January 2020, discussions around partial opening of two floors for September 2019 but this would not work if significant building work is still ongoing.  Biggest risk is the additional £5.28m of funding, meeting with DfE on this subject taking place 8th February. Error on paper, this is not a score 4 in likelihood, cautiously optimistic. GLA approval is dependent on DfE approval. Split of funding between GLA LEAP and DfE has not yet been decided, this will be decided in March 2015. All officers from DfE and GLA have been very helpful in developing this request for additional funding.  Board asked for clarification on the risk that second stage tender returns may be over-budget even when the additional £5.28m is taken into account is as significant as stated? Response is that we are confident we can get the tender returns within the additional funding, but the London construction market is very volatile at the moment. This risk needs to be rewritten to show mitigating actions are reducing likelihood.  **Board asked Exec to check the clause on the developer agreement around the agreed valuation figure.**  Exec is going to look at the budget for next financial year and flagged our current staffing model is not sustainable for what we want to achieve next year. | **TF** |
| **18/08** | **ESTATES DEVELOPMENTS – UPDATE**  Presented by the CEO. Key points:   * Wayra are looking at opening their incubator space near Tottenham Hale and may have spare space initially. * Speaking to industry partners about spare space. Deloitte may have space as they are moving to a new building. * Haringey are also looking for us. * Google also have some spare capacity in Victoria. * In discussions with NAO regarding two floors of their building in Victoria.   October to Mid December 2018 is most pressing period |  |
| **18/09** | **STRATEGY AND DEVELOPMENT SESSION**  It was noted that a follow-on session (to the November event) had taken place earlier in the day. Nothing arose that required formal Board approval. |  |
| **18/10** | **CHIEF EXECUTIVE’S REPORT**  Nothing further was reported. |  |
| **18/11** | **BOARD MEMBERSHIP AND CHAIR**  The Board approved the appointment of Anna Douglas as an External Board Member for a 4 year term of office.  On the matter of succession planning for the Chair’s role, it was noted that 2 additional Members were needed to join a selection panel to bolster Search Committee members in order to provide sufficient resource to interview Chair candidates at short notice. Mr Davies volunteered to join this panel.  **The Chair of the Search Committee was to follow up with Board members who were not present today to see if interested in joining panel to interview Chair candidates.**  Mr Payne Chris offered support from NCG as they had recently undergone a similar process to recruit a Chair. The CEO also suggested a contact who is a search and recruitment specialist, who could help lead on the process.  Timeline of process of recruiting Chair had been revised. This process has been designed to be transparent, fair but also flexible so it is defensible if ever challenged in the future.  Exec raised challenge that this is an unbudgeted spend item and need to keep costs as low as possible. | **KW** |
| **18/12** | **OTHER COMMITTEE REPORTS/FEEDBACK**  The Board **NOTED** the minutes of:   1. Education Committee – 6.11.17 2. Audit Committee – 22.11.17 *(unconfirmed)*   and received feedback from:  Education Committee – meeting on 31.1.18  Main content has already been provided in previous item3.  Audit Committee – outstanding item on security and GDPR. Quote for penetration test has come back at a revised figure of £7k but Board challenged this should be £5k or less.  Receiving expert advice on GDPR which includes how to deal with student data. |  |
| **18/13** | **ANY OTHER URGENT BUSINESS**  There was no further business |  |
|  | **Declaration of any further items to be treated as confidential:** There were no extra items to be so declared. |  |
|  | **Date of Next Meeting:** Scheduled for 14 March at 3.45pm |  |

**Confirmed as an accurate record:**

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

*(Chair)*

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