



MINUTES of the Board MEETING
held on Monday 4 July 2022 at 15.45
at Vallance Road, Whitechapel and via remote participation

<p>Members present: Tiffany Hall Amali de Alwis Anna Douglas Tom Fogden Zarine Kharas Phil Kemp Chris Payne</p> <p>Remote: Olga Bonney-Glazik Gillian Lancaster Imran Rassaq Steve Stanley</p> <p>In attendance Ben Brodie Sam Burnell Gemma Cotton David Meads Sophie Clifton Tina Götschi Geoff Stevenson Olwen Sisupalan Joy Watkins Jacky Gearey</p>	<p>Chair and External Member External Member External Member External Member/Dean External Member External Member External Member</p> <p>Staff Governor External External External</p> <p>Investment Director, Impetus Bain & Company Bain & Company Bain & Company Director of Capital Projects for item 5.5 Principal for items 5.4 and 5.5 Regional Manager, Manchester for item 5.0 (remote) Director of External Relations for item 5.0 Director of Finance and Operations (FD) for items 5.6 and 5.8 Clerk</p>
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Quorum 7 Members

Item	Topic	Action
	The Chair opened the meeting at 15.51 and advised that some agenda items would be taken out of turn to accommodate the presenters.	
	<p>Apologies for Absence Apologies had been received from:</p> <ol style="list-style-type: none"> 1. Oskar Andjelic - work 2. Kevin Walsh – meeting 3. Nick Wilcock – holiday 4. Lisa Kattenhorn – work 5. Kathryn Skelton 	
	<p>Declarations of Interest in agenda items There were no declarations of interest.</p>	
	The Chair thanked Olga Bonney-Glazik, the staff governor for the past 4 years, for all her hard work and contributions. The CEO advised that the Margot Hooley would be taking her place with effect 5 July 2022.	
5.0	Strategy Update – Bain	

CEO provided the background to the business plan for the College and the strategy of boulders, rocks and pebbles and introduced three consultants from Bain & Company who were working with the College to produce a robust 3-year business plan for 2022/23 through to 2024/25 with some consideration given to 2025/26 & 2026/27 and that they would provide support to the College across five areas to test growth forecasts and address key strategic questions.

As a recap the CEO outlined the 5 key strategic questions explaining that priorities 1-3 were the main areas of focus:

1. Pressure testing the volume growth ambition – market view (by course, by region)
2. Pressure testing the financial model of growth - (using new financial model developed with pro bono support via Impetus)
3. Operational considerations for growth
4. Identifying target corporate partners for apprenticeships
5. Codifying what makes Ada a centre of excellence

As a summary Bain will support the College predominantly across these 3 focus areas to test growth forecasts acknowledging that the College is actively involved in 3 distinct markets, each of which have different characteristics. These characteristics were discussed as:

- **16-19:** a large total market of which the College plays in a smaller segment (STEM/Digital FE colleges in London) which is forecast to remain broadly flat over time for overall learners.
- **Apprenticeships:** a rapidly growing market for higher ICT courses from a small base. The extent of forecast growth unclear, the high growth rates are not typically sustainable indefinitely, especially with the recession risk, but a high percentage of companies are not yet using their apprenticeship levy. Discussion on the latter point centred on the reasons why this had not happened.
- **Short Courses:** a very large market, with young people looking for application support for tech jobs and the Salesforce grant allows the College to do more on this.

The College's short term target is to hit 1,000 learners across sixth form and apprenticeships by 2025/26 and therefore the following was to be noted:

- Further joint collaboration is required to determine if achieving this scale will be sufficient to break even in the absence of further fundraising
- Deficit in 2022/23 is £1.7m but secured fundraising reduces this to £1.0m
- Modelling suggests deficit will only reduce to around £1.5m by 2025/26 according to current assumptions

From a market perspective, there should be sufficient headroom in each market to enable growth to 2025/26 targets and these were presented. In the longer term, gaining sufficient share to cumulatively transform 10k lives across sixth form and apprenticeships becomes much more challenging and further expansion of the College offer (regionally and by course type) is likely to be required.

Internal operational considerations represent more binding constraints in the short term, with action required to enable growth across 4 areas:

- Teaching staff: number of teachers/lecturers to more than double across all sites and programmes, representing a challenge in current tight labour market
- Corporate partner pipeline: new 'anchor' companies are going to be key in securing larger apprentice pipelines required
- Marketing to learners: investing in the right sales and business development talent will be essential to achieve 1,000 learner goal
- Fundraising: financial modelling suggests continued philanthropy will be needed in the next 3-4 years to breakeven. The Chair asked about this. Bain explained what changes would need to be made to address this.

The Board all felt that this was a very helpful piece of work and a discussion followed on the marketing to learners with taster options, the corporate pipeline, not forgetting

	<p>existing partners and the apprenticeship levy as previously mentioned. Asked if Bain had any insight into the tech skills job market, the response was that it was very hard to ascertain at the moment. The Board raised the point about the longer term market growth and geographical expansion and were reassured that this would be included in the wrap up work. In conclusion, the Board felt that this would fit in well with an Ofsted inspection and wanted to ensure that the offer was appropriate and that the biggest barrier to growth will be the availability of teaching staff although can be mitigated slightly by blended and asynchronistic learning.</p> <p>The Board asked that the apprenticeship review be incorporated, and a reference made to levelling up and government engagement. The CEO said that this would be sensed check.</p> <p>Sam Burnell, David Meads, Gemma Cotton, Ben Brodie, Geoff Stevenson Olwen Sisupalan all left the meeting at 16.21.</p> <p>Resolved that:</p> <p>(i) the Bain strategy presentation was received and noted by the Board (ii) the apprenticeship review to be incorporated into the report, and a reference made to levelling up and government engagement. CEO to action</p>	
5.1	<p>Minutes of Previous meeting</p>	
	<p>Minutes:</p> <p>(i) Meeting 23 May 2022</p> <p>The Board approved the minutes of the meeting held on 23 May 2022 accurate record of the meeting held.</p> <p>Confidential minutes:</p> <p>(ii) Meeting 23 May 2022</p> <p>The Board approved the confidential minutes of the meeting held on 23 May 2022 an accurate record of the meeting held.</p> <p>Resolved that:</p> <p>(i) the minutes were an accurate record of the meeting 23 May 2022 (ii) the confidential minutes were an accurate record of the meeting 23 May 2022</p>	
5.2	<p>Matters Arising not covered by the agenda</p>	
	<p>All matters had been closed off.</p>	
5.3(a)	<p>Chief Executive's Overview</p>	
	<p>CEO advised the Board of his report which was taken as read. In essence the report covered the end of term work and preparing for the next academic year, the urgent issue with retaining and recruiting technical staff and the need for a clear and coherent strategy to address this with staff attrition rate for the period Sept 2021 to Aug 2022 at 29.9%. Dean said that this was attributable to a range of factors including salary levels, cost of living, increased workload, the prospective move to Victoria and the issues identified in the staff survey. Staff attraction and retention was now a critical risk on the strategic risk register. The College said that the use of interim part time support was expensive and time consuming to bring the staff in question up to speed. The Board appreciated that there were no quick fixes on this and were sympathetic to the issues raised. Also mentioned was the fact that the College has fallen short of its fundraising target, though was generating some good projects with new donor relationships.</p> <p>Finally the Dean mentioned the introduction of a new Level 4 digital marketing focused qualification to be launched in Spring 2023 which employers have expressed interest in. It will have a strong digital learning element to it, be run remotely and have asynchronous elements. The Board felt that this would be a positive addition.</p>	

	<p>The Chair thanked all the ELT for all their hard work this year.</p> <p>Resolved that the Chief Executive's Overview Report was received and noted by the Board</p>	
5.3(b)	Student Governor Report	
	<p>As the student governor could not attend the report was taken as read, for information there were no new issues to be raised from the report.</p> <p>Resolved that the Student Governor Report was received and noted by the Board</p>	
5.4	Safeguarding and Prevent Update	
	<p>The Principal briefed the Board on the latest safeguarding update highlighting the following including some of the outstanding actions from the safeguarding audit in particular the medical needs. The Education committee had been briefed on this.</p> <p>Sixth Form Safeguarding The safeguarding statutory training log was up to date for the current academic year. There have been no further changes to the update previously minuted at the May meeting. The CEO wanted it noted that the Single Central Record was up to date.</p> <p>Apprentices Safeguarding As previously minuted the apprentices have a very different profile to the sixth form students with far fewer safeguarding concerns arising and when they do occur, the College works in collaboration with their employer. Two new concerns have been logged and are being monitored.</p> <p>Prevent Whilst there were no concerns at the College however, as referred to in the Peer Review, the College does need to articulate what it is doing around Prevent. The Principal and Dean agreed.</p> <p>Resolved that the Safeguarding and Prevent update was received and noted by the Board</p>	
5.7	Organisational Targets & KPIs	
	<p>The Organisational Targets & KPIs were presented for information. The Board noted the KPIs and asked about the following:</p> <p>Sixth Form Attendance – the Dean explained that a small number of students who regularly did not attend college brought the figure down below the target of 92%, but that the Ada attendance figure was still above the national average.</p> <p>Sixth Form Application Numbers – the Principal advised that currently the number of learners who had enrolled were 70-80 for upcoming year.</p> <p>Possible Funding Shortfall – the CEO provided context to the funding shortfall which was in part due to raising the target mid-year by an additional £130k.</p> <p>Resolved that the Organisational Targets & KPIs were received and noted by the Board</p>	
5.9	Strategic Level Risk Register	
	<p>There have been no new strategic risks added since the last Board meeting. The two risks rated as red after controls and mitigation, remained the same and referred to insufficient organisational capacity and failure to recruit and retain hard-to-fill roles across the College.</p> <p>As mentioned in the report and at a previous Education committee meeting a separate academic risk register is being created as recommended by the Open University and the capital project also has a separate risk register.</p>	

	Resolved that the revised Strategic Level Risk Register was received and noted by the Board	
5.10	NCG Peer Review	
	<p>The recent NCG Peer Review in June had been well received as confirmed from recent staff feedback. The review identified that the College was moving ahead in a positive trajectory with the continued improvement in the quality of the teaching, learning and assessment. The report had been sent to all staff for information. The recommendations from the report were discussed at the recent Education committee and included reference to the low awareness of the Prevent agenda amongst learners. The CEO said that the report alongside the work carried out by Bain was invaluable in formulating the strategy. The Education Chair endorsed the comments, saying that the review report was very positive with few surprises.</p> <p>The Chair agreed other than the reference to the Prevent agenda being new to her, and both the CEO and Dean reassured the Chair and Board that a series of activities was being planned to address the recommendations made in the report which included embedding the Prevent agenda, baselining assessment data and being more explicit about the knowledge skills and behaviours of learners.</p> <p>The CEO and Chair thanked Chris Payne for arranging this through his college group.</p> <p>Resolved that NCG Peer Review was received and noted by the Board</p>	
5.11	Due to mis-numbering there was no item 5.11	
5.12	Annual Governance Framework	
	<p>The annual cycle of business for the Board was presented for 2022-23 and approved.</p> <p>Resolved that Annual Cycle of Business for the Board for 2022-23 was received and approved by the Board</p>	
5.13	Approval of documents	
	<p>As the Audit and Remuneration meetings had had to be rescheduled for after the Board meeting only the following committees' terms of reference had been reviewed by their respective committees and were presented for re-approval:</p> <ul style="list-style-type: none"> (i) Finance & Resources (ii) Education <p>Resolved that the following committees' terms of reference were received and re-approved by the Board</p> <ul style="list-style-type: none"> (i) Finance & Resources (ii) Education 	
5.14	Notification of Chairs and Committee Chairs' Feedback	
	<p>Notification of Chairs</p> <p>At the recent Board Membership committee meeting, it was proposed that with the exception to the Finance & Resources committee, the current chairs be re-appointed for the next academic year. Phil Kemp would become the new Chair of the Finance & Resources committee.</p> <p>The Chair asked that Nick Wilcock's good stewardship of the F&R committee be noted with many thanks, and that although stepping down as Chair he would still remain a member of that committee.</p> <p>Chairs Reports</p> <p>The Chairs' reports provided brief feedback on their respective meetings covering the intervening period from 23 May 2022. Full minutes were available on request.</p> <p>Finance & Resources – June 2022 – for substantive items see 5.5, 5.6 and 5.8</p> <p>Education – 27 June 2022 – for substantive items see 5.3, 5.4, 5.7 and 5.10, Additionally the introduction the new T-Levels which offer students practical and knowledge-based learning and on-the-job experience through an industry placement of approximately 45 days were discussed at length as this impacted the Pioneer Pathway. It was considered</p>	

	<p>an essential move to establish the College as a Digital T-Level provider prior to the anticipated removal of BTEC in Computing from DfE funding in 2025.</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 Chair's Feedback was received and noted by the Board</p>	
5.15	Corporation Board Self-evaluation	
	Form to be put into a Google form and to be completed and sent to the Clerk by middle of August.	
5.16	Any Other Business	
	There was no other business	
5.17	Date of Next meeting to be held at location TBC 1. 5 October 15.45	
	Close of meeting	
	Meeting closed at 18.06	