

**Minutes of the Meeting of the**

**BOARD**

**held on Wednesday 16 May 2018**

**at 3.45 pm**

**at Broad Lane, Tottenham Hale, N15 4AG**

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| **Present:** | Tom Ilube *[Chair]* | External Member |
| Kalina Bontcheva | External Member |
| Anna Douglas | External Member |
| Rachel Jackson | External Member |
| Steve Davies | External Member |
| Jeni Tennison | External Member |
| Kevin Walsh | External Member |
| Mark Smith | CEO |
|  |  |  |
| **In attendance:** | Tom Fogden | Dean |
| Jayshree Shah | Finance Director |
|  | Adam Rogers | Vice Principal |
|  | Sophie Runcorn | Programme and Performance Manager |
|  | Beth Lackenby | Greater London Authority |
|  |  |  |
| and by remote | Sir Rod Aldridge | External Member |
| access: |  |  |
|  |  |  |
| **Apologies** | Nick Wilcock *[Vice Chair]* | External Member |
|  | Andrew Butcher | External Member |
|  | Chris Payne  Kym Andrew | External Member  External Member |
|  |  |  |
| also from: | Gill Winward | Clerk to the Board |
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| **Declarations of Interest:** |  | |

*Owing to sickness absence of the Clerk, Ms Runcorn had agreed to take the minutes.*

|  |  | **Action** |
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| **18/29** | **MINUTES OF THE PREVIOUS MEETING**  The minutes of the meeting held on 14 March 2018 were **APPROVED** to be signed by the Chair as an accurate record. |  |
| **18/30** | **MATTERS ARISING**  The actions from the previous meeting were reviewed, with two outstanding actions noted:  The updated SAR and CIP documents to be reviewed at the July Board meeting before being sent to Ofsted.  Whilst the findings from the apprenticeship programme review have been circulated, the apprenticeship SLA considerations also need to be circulated to the Board. | **TF**  **MS** |
| **18/31** | **2017/18 OPERATIONAL MONITORING**   1. **6th form (including predicted outcomes)**   *Presented by the Principal.*  The latest data for Year 13 shows no students at risk in Computer Science, but there is at least one student at risk of failing (U Grade) in each A level course.  In year 12 there is one student at risk of failing. There may be some students we do not retain over the summer, those who are not performing as well as they would like and who may choose not to return.  The principal would like to consider whether the College should continue using BTEC as its flagship qualification.  Board challenged how meaningful the targets are (presented next to the predicted outcomes) given the new style BTEC. Principal clarified that whilst BTEC targets are not meaningful, A Level target grades are. Members asked how these results compare to Ofsted ratings.  Board requested measures of overall achievement rates by A level, AS level and BTEC.  Chair requested that next year once we have a cohort through the full course with results, the College should include our own internal targets.   1. **Apprenticeships: Academic performance and overview of Pastoral Support**   *Presented by the Dean*  The apprenticeship programme has been independently reviewed by Rob Grundel. The findings of the review recommend a six-session process for the team to follow to discuss and agree the improvements needed.  The apprenticeship team is busy putting these recommendations into place for the May Launchpad and going through the remaining sessions of the process.  16 apprentices will start their Launchpad training 29th May, the team will trial the new approach on this cohort to learn lessons ahead of the much larger cohort starting in October 2018.  Whilst the Board recognised it is positive the College commissioned the review and are facing the challenges head-on, further clarification was sought on the context of the paper due to its ‘hard-hitting’ language. It was clarified that this is a purely internal document. The team are very stretched and need an additional two members, but the College does not have the cash-flow this financial year to hire these roles.  The Board raised that apprenticeships are a competitive market and it’s important that employer partners get the experience they expect. The team were asked what the Board could do to proactively reduce the workload of the team.  Ada is 10 apprentices short of the original target set for the May cohort and the majority of these have moved to the Autumn intake. Overall at this point in time we are on track to enrol 110 apprentices of the 120 target over May and October 2018 cohorts.  Apprenticeship programme review is to be discussed in more detail at the next Education Committee meeting. This should also feature on the July Board meeting agenda when we will have more feedback from the May/June Launchpad.   1. **Ofsted Readiness Process Overview**   *Presented by the Dean.*  Experience from Ofsted outstanding schools is that Board need to be well prepared, with specific responsibilities. Other feedback received is that Ada needs complete alignment to focus areas and areas of improvement across the Board and all staff.  Board questioned the team on whether they felt the College is well prepared for Ofsted and asked for the Ofsted readiness risk to be downgraded from Red to Amber on the risk register.  Arrange an Ofsted readiness training session for the Board in July (Ada specific). Consider a further training session post August results.   1. **GDPR Readiness**   *Presented by the Finance Director*  The team have identified the areas of highest risk regarding GDPR and are working through them. A dedicated resource has been identified to lead on this work.  The Association of Colleges has produced good practice guidance for GDPR in colleges and this is being used.  Board asked if there is any training planned for staff on data security. There is no training currently planned but this is something to look into.   1. **IT Security – Penetration testing**   Review of Ada’s IT security has been undertaken by Deloitte and Bank of America Merrill Lynch. All red risks identified will be dealt with over May half term. The remaining risks will be worked on over the summer holidays. | **AR**  **AR**  **GW/TF**  **SR**  **MS** |
| **18/32** | **FINANCIAL REPORTS**   1. **P9 management accounts (2018/2019 budget was covered under this)**   *This item was not covered due to time constraints.*   1. **Cashflow/Overdraft report**   *Presented by the Finance Director*  Latest accounts presented rely on receiving remaining anticipated fundraising of £109k, providing sufficient cash to remain cash positive into the next financial year. Without this injection cash flow reduces to £80k which means the College enters negative cash flow in October 2018.  The College has engaged with Lloyds bank who have offered a short-term overdraft with 10 days’ notice at a cost of £1500 in fees. This would be offered for 4-6 weeks and the bank required assurance it will be repaid after this period.  The fundraising target for this financial year is £500k, with £360k included in the budget. £256k has been raised so far and last year was also approx. £250k.  Members strongly challenged why the College is relying on fundraising for core funding, and queried whether Ada will ever break even purely with government funding. The College will break even in future years once at sufficient scale, but this will not pay for the aspirational education in the spirit of a National College, nor new programmes such as teacher training.  CEO has concerns Ada will not get the anticipated funding from King, despite them giving twice previously, as the lead decision-maker is new in role. Board suggested that if no further progress is made in the coming weeks that we make it plain to King that Ada needs the money.  Board agreed that we should proceed to make arrangements for overdraft facility, and the decision on whether to use it or not will be taken at the July Board, based on a realistic assessment of the imminent fundraising prospects.   1. **Fundraising Strategy**   *This item was not covered due to time constraints.*  The Fundraising Strategy will be an agenda item for the July Board meeting.  Fundraising strategy to be circulated separately for comments in advance of the meeting. | **JS**  **GW**  **MS** |
| **18/33** | **2017/18 ORGANISATIONAL MONITORING**   1. **Risk Register**   *This item was not covered due to time constraints.*   1. **KPIs – ‘red’ items**   *This item was not covered due to time constraints.* |  |
| **18/34** | **REAL ESTATE**   1. **Ashley Road Development Project & Capital Funding – update and current timelines**   *This item was presented by the Dean.*  The College received the conditions attached to the approval of the additional funding from the GLA and DfE, these conditions included an additional £1m saving.  Current position is that we have now received back 80% (by value) of the packages in Kier’s procurement programme. Current forecast contract sum based on the packages received to date is £2.2m over budget, however a further value engineering exercise is in progress which so far has identified savings of up to £1.5m. This VE exercise takes us close to the original budget but does not save the additional £1m requested.  DfE have recognised that at this stage of the project we are unlikely to find another £1m of savings, but they would like us to do additional work to evidence further savings that would go towards the £1m target.  The GLA also requested additional independent oversight so the Capital Project Committee is being formed as a sub-committee to the Board. Jeff McCall is an expert who prior to retiring was responsible for the Newcastle College Group estate, he has agreed to Chair this committee.  Board asked whether given the type of contract being used (Design and Build) the preferred contractor (Kier) could go over budget later in the project. This question will be raised to our cost consultancy partner C&W for a response.  The Board requested that the paper shared with DfE and GLA regarding this further £1m be circulated to Members for reference.   1. **Additional space for October 2018 – options and likely timelines**   There are several options available to the College to meet the need for additional space for apprentices from October 2018:   * Google have offered space their training suite, the full suite on Mondays and Fridays, and half the space Tuesday to Thursday. This would not work for our core apprenticeship programme needs but we could use the space for some ad-hoc needs. * Berol House – Haringey have offered the space in Berol House across two different floors including fit out. College has asked if it possible to have the space all on the same floor and this is being checked this with the owners of the building. * A contact from Haringey who has recently moved to Tower Hamlets has found two unused spaces in Whitechapel which may be suitable which the Dean is due to go and see. The Board challenged that the College will be spread very thinly if across two locations (Tottenham and Whitechapel).   The requirements for the interim space are to be circulated to Members in case they know of any suitable spaces that the College could use. | **SR**  **SR**  **TF** |
| **18/35** | **IMPACT PLAN – UPDATE ON PROGRESS**  *This item was not covered due to time constraints.* |  |
| **18/36** | **2018/19 PLANNING – DRAFT BUDGET**  *This item was confidential* |  |
| **18/37** | **CHIEF EXECUTIVE’S REPORT**  *This item was not covered due to time constraints***.** |  |
| **18/38** | **CHAIR APPOINTMENT – UPDATE**  The Chair job advertisement has been shared across numerous channels, from that we received 15 applications and six have been taken through to interview with a further candidate to interview on 17 May.  Of the six taken through to interview, two candidates have been rejected, two should be retained on file for future Board positions and two are to be put through to final interview stage.  There were concerns raised regarding the candidates in terms of conflicts of interest, gravitas, prior Board experience and ability to commit sufficient time to the role. The risk was raised that neither shortlisted candidate may be completely suitable for the Chair role.  It was agreed the Search Committee could consider an interim appointment whilst the search continues for the right candidate.  It was agreed the CEO should meet the other final shortlisted candidate (CEO has met one so far).  The Search Committee will close out the recruitment process for the two shortlisted candidates including a final interview. | **MS**  **KW** |
| **18/39** | **COMMITTEES**   1. **Audit Committee feedback – 23 April Meeting**   The question of establishing a Finance sub-committee of the Board was raised at the recent Audit Committee meeting.  This was discussed by Members who concluded that finance related matters should be kept within the main Board meeting due their criticality, but asked that the Finance Director attend all Board meetings in their entirety in future.   1. **Education Committee membership**   The appointment of Anna Douglas to the Education Committee was **APPROVED**.  Board asked for the next Education Committee meeting date to be communicated.   1. **Capital Project Committee**   Formation of the Capital Project Committee was **APPROVED.**  It was agreed independent expert Jeff McCall would Chair this committee.The other committee Members are proposed as 2 from the Board (to include the Vice Chair, Nick Wilcock) and one from the management team (the Dean, Tom Fogden).  A request is to be sent out for the second Member from the Board to join the Capital Project Committee. This request should contain any experience required for the role. | **JS**  **GW**  **SR** |
| **18/40** | **2018/19 MEETING DATES**  Members were asked to look at the list of dates provided for future Board meetings and raise any issues. | **ALL** |
| **18/41** | **ANY OTHER URGENT BUSINESS**  The Board requested that the 11 July meeting be extended in order to cover all the agenda items. | **GW** |
|  | **Declaration of any further items to be treated as confidential:** There was nothing further to be so designated |  |
|  | **Date of Next Meeting:** Scheduled for 11 July 2018 at 3.45pm |  |

**Confirmed as an accurate record:**

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

*(Chair)*

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