



**MINUTES of the Meeting of the Board MEETING
held on Wednesday 12 April 2023 at 15.45
held via remote participation**

<p>Members present: Tiffany Hall Amali de Alwis Anna Douglas Tom Fogden Margot Hooley Phil Kemp Zarine Kharas Imran Rassaq Chris Payne Kathryn Skelton Mark Smith Steven Stanley Kevin Walsh Nick Wilcock</p> <p>In attendance: Ben Brodie Sophie Clifton Olwen Sisupalan Dr Geoff Stevenson Joy Watkins Jacky Gearey</p>	<p>Chair and External Member External Member External Member External Member Staff Governor External Member External Member External Member External Member External Member CEO External Member External Member External Member</p> <p>Director, Impetus Foundation Director of Capital Projects (DCP) for items 3.6 and 3.8 Director of External Relations (DER) for item 3.7 and 3.9 Regional Director (North West) for item 3.3 and 3.8 Director of Finance and Data (FD) for items 3.5 and 3.9 Clerk</p>
---	--

Quorum 7 Members		
Item	Topic	Action
	The Chair opened the meeting at 15.49	
	<p>Apologies for Absence Apologies had been received from:</p> <ol style="list-style-type: none"> 1. Gillian Lancaster – out of country 2. Susanna Lawson – out of country 3. Tina Götschi – holiday 	
	<p>Declarations of Interest in agenda items There were no declarations of interest.</p>	
3.0	Re-appointment of Governors	
	<p>Further to the recent Board Membership committee meeting and discussions with the following governors whose terms of office have or will come to an end in the next 6 months, the following governors are put forward to the Board for a second/third term. These terms are of varying duration at the individual governor's request.</p> <ol style="list-style-type: none"> 1. Anna Douglas – second term to expire now in July 2024 2. Tiffany Hall - a second term with a date to be advised 3. Chris Payne - a third term with a date to be advised (of note the first and second terms total 6 years) 	

	<p>4. Nick Wilcock - a third term with a date to be advised (of note the first and second terms total 6 years) The Board approved the reappointment of these governors. Resolved that the following governors were reappointed: Anna Douglas, Tiffany Hall, Chris Payne and Nick Wilcock</p>	
3.1	<p>Minutes of Previous meeting</p> <p>Minutes: (i) Meeting 12 December 2022 The Board approved the minutes of the meeting held on 12 December 2022 as an accurate record. Confidential minutes: (ii) Meeting 12 December 2022</p> <p>The Board approved the confidential minutes of the meeting held on 12 December 2022 as an accurate record. Resolved that: (i) the minutes were an accurate record of the meeting 12 December 2022 (ii) the confidential minutes were an accurate record of the meeting 12 December 2022</p>	
3.2	<p>Matters Arising not covered by the agenda</p> <p>Item 2.11 Risk appetite statement – to be added to register once agreed by Audit committee. To be discussed at the next audit committee Item 2.12 – Update on evolving Ada2.0 strategy covering student numbers, marketing programme and full budget reforecast (covered by agenda).</p>	
3.3	<p>Chief Executive's Overview</p> <p>The paper was taken as read with the CEO providing an update on the following:</p> <ul style="list-style-type: none"> • Impetus Foundation support has been confirmed and is working in partnership with the College for the next 3 years. The update on the fundraising is covered in more detail under item 3.7. The Chair thanked both the CEO and Ben Brodie from Impetus Foundation on behalf of the Board for all the work taken to achieve this result so far. • Ofsted inspection result covered in more detail under item 3.10. The Board appreciated that this was a full review which had taken the maturity of the College into account as opposed to the one held in 2018. The Dean covered the outstanding elements that had been highlighted by the Ofsted inspectors. • The vast majority of the OU degree programme revalidation was completed. • HR Management – there were continuing staff issues with retention and turnover and an update provided on the current recruitment of two ELT members who were shortly to leave for personal reasons. Staff turnover especially for the sixth form continued to be particularly challenging due to salaries and the impending move to Victoria already minuted and further discussed at the Education committee meeting. • The curriculum plan for 2023-2024 was also discussed at the Education meeting covering the planning for 2024-2025 T Levels with the intention of introducing the two-year Digital T-Level (Digital, Production, Design and Development) at Ada from Autumn 2024/25 as it is essential that the College establishes itself as a Digital T-Level provider. • The organisation's focus is now shifting to the London relocation and preparing for what the new buildings will need to look like when the sixth form and apprenticeship programmes move back in together in London. This was the focus of the recent All-Staff half day looking at better integration of both sixth form and apprenticeship staff and there will be a series of further workshops to drill down into further detail on this. As previously mentioned, safeguarding will be reviewed when both the sixth form students and apprentices move to Victoria because of the mix of ages. 	

	<p>The Chair asked about the staff mood regarding the move to Victoria which was deemed as mixed but broadly there was a lot of excitement.</p> <p>The Board asked about the results of A Level mocks which were to come out next week but were advised that the BTEC results had been very strong, similar to previous years. Additional questions centred around student progress underperformance which was partially due to some disruptions in the teaching staff, but also some of the student cohorts were small, one underperforming student can affect the outcome dramatically. For reassurance the CEO advised that the underperformance was measured against Ada standards and for a year group.</p> <p>The increased number of Level 4 degrees was discussed and whether this was market or employer driven. The CEO explained that monies had been received to drive the Level 4 apprenticeships and for Level 6, the funding cap has been increased by £2k. The Board was advised that Salesforce was no longer going to put its apprentices through the College due several issues including: the level of support for the technical modules required, the unsuccessful RFP process and the change in Salesforce apprenticeship team, and that Deloitte was reducing its number of apprenticeships due to macro-economic headwinds.</p> <p>Resolved that the Chief Executive's Overview Report was received and noted by the Board</p>	
3.4	<p>Safeguarding and Prevent Update</p>	
	<p>The CEO briefed the Board on the latest safeguarding updates explaining that this had been covered in detail at the recent Education committee meeting and that there were no major issues to bring to the meeting.</p> <p>Sixth Form The number of students being supported by the safeguarding team has gone down slightly. The Attendance and Pastoral Officers and their work are contributing towards improving attendance and punctuality resulting in improved attendance. Students are learning about Prevent Duty and other safeguarding topics including misogyny and violence against women and girls through PSHE curriculum.</p> <p>Apprentices The Dean is now the DSL and both he and his deputy have both recently retaken their Level 3 safeguarding. All mandatory training has been rolled out to the apprenticeship team.</p> <p>Finally there were no Prevent concerns raised across the College.</p> <p>Resolved that the Safeguarding and Prevent update was received by the Board</p>	
3.5	<p>Management Accounts for February 2023</p>	
	<p>Period 7 management accounts to 28 February 2023 showed a year to date deficit of £136k. Income to date is £2.215m and Expenditure to date is £2.352m. The expenditure variance remains driven mainly by underspend on salaries due to roles in budget not yet recruited. Cash at bank at the end of February 2023 was just over £1m, equating to circa 86 cash days. The full year forecast anticipates income being over budget by £310k and spend under budget by £334k. An overall deficit of £206k is predicted but this is lower than forecast in the original budget. The anticipated cash position at the end of the year is £978k, 81 cash days. The FD advised the Board that the management accounts did not include capital amounts received/to be received from DfE in the 2022-23 financial year.</p>	

	<p>Discussion then centred on whether any of the cash was ringfenced, the additional income around £200k, the cash profile in particular the £225k from the DfE (this related to the Broad Lane lease payment and is a grant and not a loan) and what would happen if the number of cash days fell below 30.</p> <p>Resolved that the Management Accounts for February 2023 were received and noted by the Board.</p>	
3.6	<p>Strategic Level Risk Register</p> <p>There have been no new risks added since the December Board meeting and no risks that have been closed. One risk has moved in a positive direction (OU re-approval and revalidation received with conditions), four in a negative direction and the remainder have not changed since the last Board meeting.</p> <p>The four that have moved negatively are:</p> <ul style="list-style-type: none"> o Risk that apprentices and their employer partners have a poor experience at Ada – increased because Salesforce are no longer training apprentices with the College and Deloitte have reduced volumes for Autumn discussed under time 3.3. o Cannot increase efficiency due to staff cost to income ratio – latest budgets still have high % of staff costs to support bigger buildings and significant learner growth in 23/24. o Failure to recruit hard-to-fill roles across the College – currently trying to recruit for two ELT positions and a number of other roles. o Not being able to retain staff due to issues including cost of living, move to Victoria, and high workloads. <p>The Board asked about the reasons for people dropping out of the hiring process which is seems was due to: the very competitive market for advanced digital skills, the current digital skills market and the College not directly comparing to other colleges and schools. The Chair asked if there was a risk regarding staff additional work and stress and whether it would be translated into the risk register. The CEO said that this was being monitored.</p> <p>Resolved that the revised Strategic Level Risk Register was received and noted by the Board</p>	
3.7	<p>Fundraising Update 22/23 & forecast for 23/24</p> <p>The DER gave an update on the core fundraising situation, projecting an income of £654k for FY22-23 against the £500k target with a further donation yet to be confirmed. The target was exceeded due to securing a larger donation from the Impetus Foundation and a further larger donation from the Schröders Foundation. The Impetus commitment is now for 3 financial years assuming the partnership remains on track.</p> <p>There is an ongoing capital fundraising appeal to raise funds towards the Ada London Victoria Building and also the Ada Manchester Ancoats building. There are a number of 'warm' conversations on-going but as yet there are no definite commitments. The College is now firming up commitments for 2023/24 and believe that c.£400k of fundraising is either confirmed or highly likely already. The 2023/24 budget has an increased fundraising amount reflecting this positive position as well as the number of new donor relationships initiated in 2022/23. It is believed that the College will be able to achieve at least a further £300k of fundraising but will be looking to achieve a target of at least £500k of additional fundraising on top of the £400k.</p> <p>The Board congratulated the DER and CEO on this and asked what has resonated with the donors so far to attract them to support the College. In the main the CEO said that it was an alignment with donors' corporate CSR objectives, the holistic element of the College's mission and values and warm connections. The DER said that if the target is overachieved then this will provide significant risk mitigation to the College's cash days position and pressure on the operating budget. However, it was important to remember</p>	

	<p>that many of the donations, while unrestricted, come with significant commitments in terms of deliverables, which do have cost implications.</p> <p>The Chair thanked the DER for her update and her hard work whilst at the College and on behalf of the Board wished her well as she was shortly to leave the College.</p> <p>Resolved that the Fundraising Update 22/23 & forecast for 23/24 was received and noted by the Board</p>	
3.8	<p>Manchester premises Options Analysis</p>	
	<p>As previously minuted, the ELT were asked to provide three options to meet the medium to long term accommodation requirement for Manchester:</p> <ul style="list-style-type: none"> a) Blossom Street 'full' b) Blossom Street 'light' i.e. scope to be reviewed and skimmed down as and when necessary, including only equipping certain floors with full IT equipment and furniture, fixtures and equipment. c) Alternative commercial premises. <p>The costed options paper presented covered each of these in detail and were open for discussion. The College's preferred option is Blossom Street 'full'. Whilst this option does put pressure on the financial position, it is affordable shown in the latest budget forecast for FY23/24 and 24/25. It is the most cost effective option overall and provides a full solution to meet learner volume targets, apprentice experience aspirations and employer demands from January 2024. It is proposed staying in the current premises at MTC until January 2024 pending an agreement with Bruntwood in the next few months.</p> <p>Doing the full scope of works now minimises disruption to the Manchester programme and removes the uncertainty of either having to find further capital funding at a later date to complete Blossom Street or having to find alternative commercial premises (which was seen to be problematic and not an option in itself) with a pressing deadline of January 2024. Of note there is still a considerable amount of cost uncertainty currently in relation to both capital and operating costs. For reassurance the capital costs will have reduced by mid-May/early June when the design has reached RIBA 4 and the PCSA period has ended. Uncertainty around operating costs will remain until the College has settled into the building, but this would be the case with any new premises.</p> <p>The Board asked about the uncertainty of the costs with DCP explaining that although still a significant risk, it has been reduced due to the following:</p> <ul style="list-style-type: none"> (i) there is now more cost certainty with Dragonfly, the chosen contractor who had costed the refurbishment at £904k (VAT and 10% contingency inclusive), which is within the DfE funding envelope of £978k; (ii) capital grants received have paid for IT infrastructure; (iii) the claims process has been streamlined with DfE confirming that funds will be received within three weeks of a claim, thus eliminating the risk to the College's cashflow position; (iv) 60 day payments have been agreed with Dragonfly; (v) reforecast budget position is more manageable endorsed by the FD, but this still needs to be monitored closely. <p>Board asked about the possibility of Greater Manchester Combined Authority funding adult education. CEO said that although this would provide additional income, trying to map this out would be a substantial piece of work and although the intention is to rent out parts of the building, it would be necessary to think about the use of resources for development of this work.</p> <p>Discussion then centred on the possibilities of driving growth and business development, building utilisation, apprenticeship volumes existing and future, their associated funding and the viability of mixing options due to cost uncertainty. The DCP reassured the Board that regarding the latter point this could be done with mitigations in place to address learner volume targets that have minimums for building viability; venue hire of spaces in both buildings to support running costs; closing floors of buildings to save on energy and</p>	

	<p>increased core fundraising target to help plug the income gap. However it was stressed that from August 2023 there would be two buildings (Victoria and Manchester) with their respective operating costs to be considered. The Board was concerned about how the College would track this overall position highlighting the necessity to focus on the cost controls for Victoria which had to be at the centre with the requirement to include clear management intervention points.</p> <p>The major risk seen by the Board was the cumulative impact of Victoria and Manchester. The operating cost for Victoria was the biggest contributor to that risk with the biggest unknowns following the good work done with regard to the Manchester proposition. The Board raised the issue of contractor prices which could escalate beyond the quotes already provided creating a much larger shortfall in funding. DCP said that if this were the case there would be a renewed push on building sponsorship/fundraising and value engineering with the contractor, e.g. reducing amount of glazing. For reassurance the budget presented included inflation and a 10% contingency.</p> <p>The FD wanted to highlight to the Board that taking on additional premises in Manchester would put a significant strain on the College's financial position. With both Victoria and Blossom Street, the indicative 2023-24 budget shows a deficit of £596k and includes the key assumptions of fundraising £700k and that apprentice target numbers are met. Whilst the fundraising target is currently at £700k, which is considered achievable, raising an additional £500k in the year, taking the total to £1.2million, would put the College in a much stronger position in 2023-24 and reduce the impact on the College's reserves position. There was also potential support from the DfE of up to £225k (the Broad Lane lease amount) if cash days fall below 30. If the full amount is drawn when cash days first dip below 30, cash days improve, staying at around 40 days for the remainder of the financial year.</p> <p>The Board agreed that the case for Blossom Street 'full' was much more compelling and unanimously approved the project to go ahead based on this option and the understanding that 'light' decisions could be made later if need be. The DCP advised that at the next F&R committee in June, the project's updated financial position, reports on the lease and contract will be reviewed and a recommendation made to proceed. This updated position would then go to the Board 5 July for final approval before the lease and contract are signed.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) Manchester Premises Options Paper was received and noted by the Board (ii) Board approved the Blossom Street 'full' option with the full costing position to go to the F&R committee in June and a final Board decision to be made 5 July <p>Kevin Walsh left the meeting at 17.26</p>	
3.9	Outreach Strategy update	
	<p>The objective is to enrol 110 students in August 2023 and meet the diversity targets of >50% students from low income backgrounds and >30% identifying as female. To meet this objective a Sixth Form recruitment campaign has been delivered which includes marketing activity and an extensive programme of outreach events to schools across London. There are two current priorities:</p> <ul style="list-style-type: none"> (i) to convert applicants into offer holders through Assessment Centres (AC) following which the decision is made whether to offer them a place at the College. Additional AC activities will be run in the summer to process any applicants who were not able to attend earlier events; (ii) to deliver a programme of Keep Warm events to grow relationships with the offer holders e.g. deliver a DigiTea this month and Subject Taster Days in June, a visit to the 	

	<p>new Victoria campus in July and an event focused on engaging female prospective students in August.</p> <p>The Board asked whether it was possible to estimate student recruitment which was difficult to do prior to meeting the students at enrolment events. Based on the numbers, 110 should be achievable but this could not be guaranteed. Asked if concentrating on females' recruitment was detrimental to male applicants, the DER was unable to comment currently on this. The DER covered the current marketing campaign explaining that the difficulties were in developing relationships with schools due in the main to capacity and consistency of the team plus the Victoria building was not completed. Discussion on earlier parental engagement followed and the use of the marketing strategy and research platforms.</p> <p>The Chair thanked the Director of External Relations for her report. Resolved Outreach Strategy update was received and noted by the Board</p>	
3.10	Ofsted Reflections	
	<p>Reference to Ofsted feedback was covered under item 3.3, however it was to be noted that Ofsted positively referenced and endorsed the position statement, which was presented to them at their inspection, their feedback frequently reflected that the leaders had a good understanding of their progress since 2018. The main reflection areas for leaders have been around how to ensure the better 'Implementation' of Quality of Education as it is this area specifically that was rated Good and held the College back from 'Outstanding', this automatically rates the Leadership & Management as Good and ultimately the overall rating. Systems and processes are in place to address the internal QI of TLA. However, staff turnover and lack of experienced teachers and managers are also a major contributor to the need for improvements in this area and at present there is concern that this will undermine efforts to improve and ensure greater consistency in TLA. Finally, it was recognised that a more consistent, holistic and focused approach to staff development to help drive improvements in TLA was required. This approach needs to be better articulated, funded and monitored by the leadership team and by the Education Committee.</p> <p>Resolved that the Ofsted Reflections Report and Position Statement was received and noted by the Board</p>	
3.11	Approval of the documents	
	<p>(i) Governor Induction booklet The new Governors induction booklet presented provides new governors with the necessary information and support to fulfil their role with confidence. It also ensures that the Board will work most efficiently when everyone knows their roles and responsibilities and where to find key information. The Board approved the document and felt that this would be useful document going forward not only to new governors but as a refresher for all board members.</p> <p>(ii) Calendar of meetings 2023-24 – it was agreed that dates could be amended as required. Resolved that the Governor Induction Booklet and the Calendar of Meetings for 2023/2024 were received and approved by the Board.</p> <p>Imran Rassaq left the meeting at 17.50.</p>	
3.12	Board self-assessment report	
	<p>The KPI for the effectiveness of the Governing Body is measured through the annual board performance self-assessment, which all governors were asked to complete over the summer break. This year 13 out of 17 governors were able to complete the survey. A target of 80% was set for governor satisfaction with the effectiveness of the Board. Overall satisfaction was recorded as 2.35 (78.3%). The overall score was, however,</p>	

	<p>significantly influenced by the inclusion of the responsibility for environmental sustainability which governors were far from satisfied that they had discharged at 1.2 (40%). The Chair made reference to this in particular and advised that going forward this would be a standing agenda item.</p> <p>Satisfaction with the Governing Body's oversight of the College response to Covid was high at 2.8 (93.3%). These results did not, however, contribute to the KPI.</p> <p>The responsibilities in relation to which governors expressed the highest levels of satisfaction were the following:</p> <ul style="list-style-type: none"> • formulating and agreeing the mission and strategy including defining the ethos of the College 2.5 (83.3%). • being collectively accountable for the business of the College, taking decisions on all matters within its duties and responsibilities 2.5 (83.3%); • adopting a financial strategy and funding plans which are compatible with the duty to ensure the sustainability and solvency of the College 2.6 (87%) • meeting and aiming to exceed its statutory responsibilities for equality and diversity and promoting inclusion 2.5 (83.3%); and • ensuring that there are organised and clear governance and management structures and a process for regularly reviewing governance performance and effectiveness 2.8 (93.3%). <p>The responsibilities associated with the lowest satisfaction scores were:</p> <ul style="list-style-type: none"> • fostering exceptional teaching and learning 2.2 (73%); • ensuring that the College is responsive to stakeholder needs by adopting a range of strategies for engaging with communities of place and practice 2.2 (73%); • ensuring that effective control and due diligence are exercised in relation to all matters including acquisitions, subcontracting and partners' activity 2.2 (73%); • designing a robust environmental sustainability strategy and adopting standards and frameworks which enable effective implementation 1.2 (40%); <p>There were 536 comments for the 12 questions covering the Board's views on the strengths and areas for enhancement.</p> <p>Resolved that the Board Self-assessment Report was received and noted by the Board.</p>	
3.13	Committee Chairs' Feedback	
	<p>The Chairs of the following committees provided brief feedback on their respective meetings:</p> <ul style="list-style-type: none"> (i) Board Membership – 16 February 2023 – covered under item 3.0 (ii) Finance & Resources – 20 February 2023 – covered under item 3.6 (iii) Audit committee – 9 March 2023 (iv) Education – 20 March 2023 – covered under 3.3, 3.4 and 3.10 <p>The Board 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>Resolved that the following Committee Chairs' Feedback were received and noted by the Board:</p> <ul style="list-style-type: none"> (i) Board Membership (ii) Audit (iii) Finance & Resources (iv) Education 	
3.14	Forward agenda items	
	1. IoT – material from the Greater Manchester IoT launch to be shared if possible.	

	<ol style="list-style-type: none"> 2. T-Levels – CEO advised that this has been delayed until 2024/25 and DfE has confirmed that the capital grant for this can be kept until then. Much will be used for infrastructure, laptop renewals and classroom IT. 3. Environmental sustainability – it was suggested that with the new Victoria building, the College should make visible what is already happening regarding sustainable work 	
3.15	Any Other Business	
	<p>The Chair wanted to thank Oskar Andjelic as the departing student governor for his contributions at both the Board and Education committee meetings. Oskar had recently finished his degree apprenticeship and was no longer a member of the Board having now left the College and therefore the Board.</p> <p>The Chair and Board Members also wanted to thank the soon departing Director of Finance for all her support, contribution and work in steering the College's finances. There was no other business.</p>	
3.15	<p>Date of Next meeting:</p> <ol style="list-style-type: none"> 1. 5 July 2023 at 15.45 	
	Close of meeting	
	Meeting closed at 18.04	