



BOARD MEETING
Held Wednesday 30 September 2020 at 15.45

Via remote participation

**MINUTES of the Meeting of the Board MEETING
held on Wednesday 30 September 2020 at 15.45**

<p>Members present: Tiffany Hall Steve Davies Anna Douglas Tom Fogden Rachel Jackson Zarine Kharias Salman Momen Chris Payne Mark Smith Joanna Smith Kevin Walsh Nick Wilcock</p> <p>In attendance Geoff Stevenson Sophie Runcorn Lisa Kattenhorn</p> <p>Jacky Gearey</p>	<p>Chair and External Member External Member External Member External Member External Member External Member External Member External Member CEO Staff governor External Member External Member</p> <p>Reginal Apprenticeship Manager Projects Director and Chief of Staff Potential Member</p> <p>Clerk</p>
---	--

Quorum 7 Members

Item No	Topic	Action
	Apologies for Absence	
	Apologies had been received from: <ol style="list-style-type: none"> 1. Amali de Alwis 2. Gillian Lancaster 3. Kymberlie Andrew 	
	Declarations of Interest in agenda items	
	There were no declarations of interest.	
1.0	The Chair opened the meeting at 15.45 and informed the board that Rachel Jackson would be late in attending	
1.1	Minutes of Previous meeting	
	<p>Minutes: (i) Meeting 2 July 2020 The Board approved the minutes of the meeting held on 2 July 2020 as an accurate record and the Chair to sign the minutes.</p> <p>Confidential minutes: (ii) Meeting 2 July 2020 (iii) Meeting 9 July 2020</p> <p>The Board approved the confidential minutes of the meetings held on 2 July and 9 July 2020 as an accurate record and the Chair to sign the minutes.</p> <p>Resolved that: (i) the minutes were an accurate record of the meetings 2 July 2020 to be signed by the Chair</p>	

	(ii) The confidential minutes were an accurate record of the meetings held on 2 July and 9 July 2020 to be signed by the Chair	
1.2	Matters Arising not covered by the agenda	
	<p>Minutes - 2 July 20 5.2 – item 4.11 2021 Business Plan & Budget – loan payments in 3 instalments – CEO said that the previous FD had confirmed that loan repayments could be deferred but the college has not gone back to DfE yet due to the recent Ministerial visit.</p> <p>5.12 – speak to Harringey Council and AoC regarding best practice in tackling racism – CEO said that he would do this but had spoken to them about Mental Health support and he will provide a further update to the next board meeting. 5.17 – update on Prince's Trust – provided under 1.9</p> <p>Confidential minutes - 2 July 20 5.2 – item 4.9 – GLA funding – done with an update in 1.8 5.11 – provide budget reforecast for 30 September meeting – CEO advised that had been delayed until the Finance & Resources committee meeting in November.</p> <p>Board asked how the college was tracking against the actions in the FEC report and asked for this to be put on the agenda as a regular board item. CEO said that there was a meeting on the Friday to discuss this with the FEC at which the Board Chair and 2 other members would be present (Vice Chair and Chair of Education).</p> <p>Resolved that: (i) Clerk to add FEC recommendations update to regular board agenda</p>	
1.3	Board Membership Ratification	
	<p>Lisa Kattenhorn currently a co-opted member of the Education committee was ratified as a new independent member of the board. It was felt that her educational experience both past and present would prove to be an invaluable asset.</p> <p>Resolved that Lisa Kattenhorn was appointed to the Board as an independent member with immediate effect.</p>	
1.4	Chief Executive's Overview	
	<p>The CEO briefed the Board on the paper as follows:</p> <ul style="list-style-type: none"> • For Covid- sixth form open and students are on a full timetable with a couple of remote lessons per week and leave directly after their lessons. Processes and procedures in place to deal with this. • 40% increase in sixth form recruitment. Solid results and progression data and a return to buildings have been positive • People Management work underway and 8 roles currently being advertised • Sixth form volumes should trigger an in-year funding uplift and, coupled with fundraising being forecast to be ahead of budget already and a small increase in expected apprenticeship income for the year (although still down on previous year), means our financial situation is improved but Broad Lane lease repayment expectations urgently need clarity. No apprenticeship redundancies currently as had been budgeted for. • Positive visit by Minister Keegan on 23 September 20 will hopefully lead to definite next steps for property search. • Manchester is proceeding positively despite challenging circumstances due to exceptional stakeholder buy-in / support and strong Regional Manager in-post. • Apprentice feedback improving, attendance high at 92% and academic results solid. Significant increase in End Point Assessments in October 20 providing meaningful benchmark data for first time. Volumes for Autumn 2020 ahead of budget forecast but down on pre-Covid expectations. Now looking ahead to the Launchpad in November. • Apprenticeship provision was fully remote with continued discussions with employers <p>The Chair asked for questions:</p> <ol style="list-style-type: none"> 1. Covid infection - what would happen if one student came down with Covid? CEO said the college will meet and work out which classes and friendship groups they have been in proximity to. The greater issue might be staff contracting this. 2. Risk assessment - was the college actively encouraging staff and students to download NHS track and trace app. CEO said yes. Chair asked about risk assessment regarding this. CEO confirmed that the risk assessment was finished in August and it was audited by the insurers but that the risk assessment is dynamic. One issue will be the heating system as this was off over 	

	<p>the summer but now the temperature had dropped staff want it on. CEO therefore exploring this with a contractor to address this. Board appreciated that this was hugely complicated and asked how college was keeping up to date and did the college need additional help. CEO said he felt confident currently. but if new restrictions come in then help might be required. This however would not affect apprenticeships which was fully remote. Board member said that they could be of assistance . CP to take up with CEO offline. Board asked if the full timetable was being adhered to if students were only in 80% of their time. CEO said that there had been no issues and that a full timetable was being followed.</p> <p>3. Apprenticeships –Chair asked for the benchmark data referred to in the apprenticeship brief to be sent to the Board when received</p> <p>Rachel Jackson entered meeting at 16.17</p> <p>Resolved that:</p> <p>(i) The CEO’s Executive Overview Report was received by the Board</p> <p>(ii) CEO and CP to speak offline re possible additional help re Covid restrictions</p> <p>(iii) the apprenticeship benchmark data to be sent to the Board when received.</p>	
1.5	<p>Safeguarding and Prevent Update</p>	
	<p>The CEO briefed the board saying that:</p> <p>Sixth Form Safeguarding</p> <ul style="list-style-type: none"> • CPOMS integration is complete and all new students are listed in the database • All safeguarding concerns raised have been addressed following Ada Safeguarding Procedure • Rate of concerns being raised in the sixth form remains consistent – especially recently many involving external agencies • completed training for all of Sixth Form staff and Corporate Services in August/September • Safeguarding Policy has been updated to amalgamate Prevent Policy and KCSIE (2020) updates: to be approved at next Education Committee • All Ada staff have signed safeguarding declaration confirming they have read both safeguarding documents • New contracted counsellor for 2 days a week – paid for by Salesforce. DSL goes on maternity leave and will be working remotely from half term, but college is working hard to ensure there is a seamless transition to her replacement. • All staff have gone through DBS and safeguarding checks and Single Central Record is up to date. <p>Board asked for a report on DBS and safeguarding checks for Board and Education committee which the CEO said he would provide</p> <p>Apprentices Safeguarding</p> <ul style="list-style-type: none"> • The apprentices have a very different profile to the sixth form students. They are adults and have been selected to work at high profile companies. Far fewer safeguarding concerns arise and when they do occur, Ada works in collaboration with their employer. • All apprentices are allocated a Skills Coach that formally meets the apprentices in their workplace with a line manager on a quarterly basis. They act as their support to help them progress and offer pastoral support when required. • Now offer a counselling service offered to the apprentices when it is required in their care plan devised by their employer and Ada. • One new apprentice logged as a concern during this period. Continued monitoring and one-to- one support is taking place • Training on CPOMS has been delivered to all essential staff <p>Prevent</p> <p>There were no concerns raised across the college.</p> <p>Resolved that:</p> <p>(i) The Safeguarding and Prevent update was received by the Board.</p> <p>(ii) CEO to provide a report on DBS and safeguarding checks for the next Board and Education committee meetings</p>	
1.6	<p>Review KPIs 2019/20 and approve KPIs for 2020/2021</p>	
	<p>The CEO presented the organisational performance for the full 2019/20 year against the College’s KPI targets and the Board was asked to comment.</p>	

	<p>The CEO said that this drives the College self-assessment report (SAR) and asked for questions. Board asked the following:</p> <ol style="list-style-type: none"> 1. Regarding the commentary and data presentation - going forward to have CAG next to Ofqual for ease of comparison in SAR. CEO said that this would be actioned 2. Benchmarking the results from last year as a comparator for the Education committee 3. CAGs will stand and these are the ones presented to Ofsted 4. Based on the low 67% satisfaction, the below threshold for attendance and the comments that the employers not happy with the current apprenticeship premises – were the apprentices happier working online and would this better appease the employers going forward? Dean said that attendance was higher now up to 90%. Premises have been highlighted by Deloitte, cannot be changed immediately if the college has a plan and this is progressing forward. Unfortunately, the satisfaction rate is not good. Chair asked for a visual presentation to more easily show whether targets had been met. Good on the fund raising and enrolments, however the number of students not going from sixth form to apprenticeships was at 3%, due to less apprenticeships being offered. CEO said that for the sixth form the focus is UCAS with early deadline of 15 October and then a drive thereafter on apprenticeships. Many students went onto apprenticeships but not through Ada which is explained by the lower student satisfaction rate. 5. Did the blended model work for apprenticeships? Dean said that blended model worked well. 6. How long was the college tied into Vallance Road? Dean said 2022 was the next break clause. <p>The Board wanted to see the value added score added for sixth form. CEO confirmed that this would be done. In addition the Board also commented that teacher observations need to be measured and be addressed urgently. CEO said that there was only one last year due to Covid and felt that this could not be reported accurately. Board said that Ofsted would want to see this and it had to be articulated.</p> <p>Changes to KPIs – Chair went through this and the following comments were made:</p> <ol style="list-style-type: none"> 1. Metric has been changed to reflect experiences of this year, which was positive 2. Chair of Education committee suggested that the Education KPIs can be looked at line by line – review and recommendations to the Board. 3. There seemed to be a lot of KPIs and difficult to know where to focus – CEO said that this table included everything and that it was the only time it was presented to the board. KPIs were otherwise dealt with and discussed by the relevant committee with the key ones regularly presented to the Board. For information the academic results are annual. Board asked just for key ones to be added and those that are subject to the various sub committees to provide reassurance to be annotated accordingly. CEO agreed to do this. 4. College piloting moving to net promotor scores 5. Manchester – the Board needs to have a more detailed oversight of this pilot. CEO agreed. <p>Resolved that:</p> <ol style="list-style-type: none"> (i) KPIs for 2019/20 and 2020/2021 were received by the Board. (ii) CEO to include on the KPI table which committees were monitoring the KPIs (iii) CEO to provide more detailed information on the Manchester pilot to the Board 	
1.7	<p>Strategic Risk Summary to include planned improvements in 2021</p>	
	<p>Following feedback from the Board and the Audit Committee the College ELT have been working with pro-bono support from PwC on the risk management processes. This work will result in a refreshed risk register for the next Audit Committee and at the next Board meeting. The improvements will be:</p> <ul style="list-style-type: none"> • Risk appetite statements for each of the strategic goals – these risk parameters will be developed with input from the leadership team and the Board. • Clear articulation of the controls in place to manage each risk in the risk register, and the residual risk rating with these controls in place. Board said that this was key and demonstrating these controls is crucial. • The register will also include whether assurance is required for oversight of the controls and the source of that assurance. Some risks cannot be assured and so regular reporting is needed instead. <p>In the latest update of the full risk register the following two new risks have been added:</p> <ul style="list-style-type: none"> • ability to recruit and retain suitable ELT replacements for the Director of Finance and Operations role and the Director of External Relations role. 	

	<ul style="list-style-type: none"> a wider risk around our people management policies and processes across the organisation. A specific piece of work is in progress to look into the issues in detail and develop solutions. <p>Red risks have been reduced but there are other critical risks that are being addressed. Board asked about some of the controls and mitigation. Need to have real action statements – e.g. staff working across site – use a target otherwise can be rather vague and should be measurable. Three risks have been closed.</p> <p>Resolved that Strategic Risk Summary to include planned improvements in 2021 was received by the Board</p>	
1.9	<p>Manchester Pilot Update</p>	
	<p>The Regional Manager (RM) presented a promo video regarding the Manchester pilot and then briefed the Board as follows:</p> <ul style="list-style-type: none"> there was significant volume of employer engagement however due to Covid the pilot start has been delayed to February 2021 with smaller volumes likely to enrol but initial commitments already being made for Autumn 2021 which was very positive and encouraging to compensate for the pilot delay, work has begun with the Prince's Trust to design and deliver a number of digital skills one week courses in November and December with a view to a larger, longer-term contract Significant philanthropic support has been banked Recruitment for a lead lecturer was delayed but is now underway. Other staffing costs have reduced in light of changes to the pilot. 24-month peppercorn lease for Bruntwood training space in Manchester Technology Centre from early 2021 is underway and will cover fit-out costs and some service charges. Ada has been approached about being part of Greater Manchester's Institute of Technology bid, which DfE and the Greater Manchester Combined Authority / LEP are keen for Ada to be part of to help integrate the college into the region longer-term. <p>Key priorities:</p> <ul style="list-style-type: none"> further commitment for the pilot cohort and securing ongoing conversations Prince's Trust Commitment to Bruntwood External fundraising <p>Board asked questions covering the following:</p> <ol style="list-style-type: none"> What were the implications of IoT conversations? – CEO said that this was a collaborative partnership and no risk to independence Asked how sustainable Ada north would be without donations? Regional manager said grants and donations had been essential to get project off the ground however with slightly fewer than 100 apprenticeships this would be sustainable. CEO said he would provide a budget update for December board meeting. Was this the best time to launch especially looking at the numbers committed albeit there was a great amount of interest? CEO said that first cohort in London was 13 and using that as a benchmark there is broad based support. In addition, the Prince's Trust would offer an alternative revenue stream. The main cost is staff. Volumes need to be grown in the autumn term. If only a cohort of 13 would this damage the Ada brand and what success would look like beyond P&L? For reassurance the CEO said that this cohort would be covered for two years on the current funds available and that this would not in his opinion damage the brand How was the staffing recruitment? The RM said that currently remote delivery does offer more options and allows the college to pull resources but agreed that this is a key priority. CEO said that the remote delivery model could be viable across the two locations (Ada North and London). <p>The Board voiced their concern over stretching the management across the two locations and that the ELT must pay attention to the London base and take on board any lessons learnt regarding this. Moreover, it was felt that a holistic approach should be considered regarding whether to run the two sites separately or in conjunction with each other and asked that the Dean and RM work on this. In addition, the Board wanted to see a plan on teacher training and professional development and the use of resources which marries up with the business plan. CEO agreed to provide and advised that he was speaking to Bank of America to look at this. Anna Douglas offered her assistance. CEO confirmed that Amali de Alwis, the link governor for Manchester was on the Manchester Advisory Board.</p>	

	<p>Salman Momen left meeting at 17.30</p> <p>Board agreed to pursue the Manchester pilot and was encouraged by the government's attitude. There followed a structured conversation on how Manchester should come on stream emphasising that this has to be in a controlled way and that it was essential not to forget the London base. As previously discussed, the pilot can run for 2 years and therefore can be regularly reviewed with the CEO confirming that the governance of this was very important especially as Ada was working closely with various external agencies.</p> <p>The Chair asked the CEO for sight of the Ada North Advisory board actions as this would provide oversight to the Board. CEO agreed to provide this going forward.</p> <p>Resolved that:</p> <p>(i) the Manchester Pilot Update was received by the Board</p> <p>(ii) CEO to provide to the Board and the Education committee a plan on teacher training and professional development and the use of resources which marries up with the business plan</p> <p>(iii) CEO to provide the Advisory Board actions for the Board Chair for information</p> <p>Geoff Stevenson left meeting at 17.40</p>	
1.10	Policy documents for approval	
	<p>1. Procedure for complaints against the Corporation, Board Members and the Clerk</p> <p>In the event that there is reason to question the conduct of the Corporation, Board Members or the Clerk to the Corporation and a complaint is made, this policy sets out the procedure for making a complaint against the above. This may also include complaints against the Chief Executive, where the complaint relates specifically to their role as a Board Member. Complaints against a member of staff should be made using Ada's Complaints Policy</p> <p>2. Sixth Form Student Complaints' Policy</p> <p>This Complaints Procedure describes the actions to be followed if any interested party wishes to make a complaint about any aspect of the college. This includes complaints about the curriculum and exclusions, but excludes complaints for which other policies exist including Sexual Health and Relationships Education, Safeguarding (Child Protection), Admissions, Special Educational Needs and Staff Grievances.</p> <p>Resolved that both the Procedure for complaints against the Corporation, Board Members and the Clerk and the Sixth Form Student Complaints' Policy were received and approved by the Board</p>	
1.11	<p>Board and Committee membership update</p> <ul style="list-style-type: none"> Safeguarding governor – the Chair advised that as Ms Kattenhorn had now been ratified as a governor, she had offered pending this ratification, to be the new safeguarding governor and her wealth of past and current experience in the education sector would make her well qualified for this. The Board approved the appointment. EDI link governor – Chair advised about the new EDI committee that had been formed and was now chaired by Salman Momen. Further to this Salman Momen had offered to be the link governor on matters of diversity and inclusion as this was also an issue he was taking on in his own company. The Board approved this appointment. <p>Resolved that:</p> <p>(i) the Board and Committee membership update was received by the Board</p> <p>(i) Lisa Kattenhorn to be the new safeguarding governor was approved by the Board</p> <p>(ii) Salman Momen to be the EDI governor was approved by the Board</p>	
1.13	Committee Feedback	
	<p>(a) Finance & Resources Committee minutes were presented for noting</p> <p>(b) Board Membership committee – the Chair of this committee provided a verbal feedback which covered the items discussed under 1.10 and 1.11.</p> <p>Resolved that:</p> <p>(i) the Finance & Resources Committee minutes were received by the Board</p> <p>(ii) the verbal update from the Board Membership committee chair was received</p>	
1.14	Any Other Business	

	Chair advised the Board on a recent whistleblowing issue that had been sent to her and will update the Board when there is more information. There was no other business	
1.15	Date of Next meeting: 1. 14 December 2020 at 15.45	
1.16	Close of meeting	
	Meeting closed at 17.58.	
	MINUTES of the meeting held on Wednesday 30 September 2020 were agreed and accepted as a true and accurate record and signed by the Chair on	