



**MINUTES of the Meeting of the Board MEETING
held on Monday 13 December 2021 at 15.45
via remote participation**

<p>Members present: Tiffany Hall Amali de Alwis Oskar Andjelic Anna Douglas Lisa Kattenhorn Zarine Kharas Gillian Lancaster Chris Payne Kathryn Skelton Mark Smith Kevin Walsh Nick Wilcock</p> <p>In attendance Dee De Bellotte Tina Götschi Thomas Paddy Joy Watkins Jacky Gearey</p>	<p>Chair and External Member External Member Student Governor External Member External Member External Member External Member External Member External Member CEO External Member External Member</p> <p>Director of People for item 2. Principal for item 2. Assistant Principal and DSL for safeguarding presentation and item 2.7 Director of Finance and Operations for item 2.3, Clerk</p>
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Quorum 7 Members

Item	Topic	Action
2.0	<p>The Chair opened the meeting at 15. 51 and apologised that this had to be remote due to the presence of the new Covid variant.</p> <p>The following points were noted prior to the start of the meeting:</p> <ol style="list-style-type: none"> 1. the training for all governors on safeguarding and supplemented the requirement to read the KCSIE document that had been circulated 2. Kymberlie Andrew had resigned from the Board due to a change in her personal circumstances, however the Board wanted to thank her for her support of the College and its learners throughout her time on the Board and especially as a past Chair of the Education committee. 	
	<p>Apologies for Absence</p> <p>Apologies had been received from:</p> <ol style="list-style-type: none"> 1. Tom Fogden – sabbatical leave 2. Phil Kemp – prior commitment 3. Imran Razzaq – personal 4. Olga Bonney-Glazik - personal 	
	<p>Declarations of Interest in agenda items</p> <p>There were no declarations of interest.</p>	
2.1	<p>Minutes of Previous meeting</p>	
	<p>Minutes:</p> <p>(i) Meeting 6 October 2021 The Board approved the minutes of the meeting held on 6 October 2021 as an accurate record of the meeting held.</p> <p>Confidential minutes:</p> <p>(ii) Meeting 6 October 2021</p>	

	<p>The Board approved the confidential minutes of the meeting held on 6 October 2021 as an accurate record of the meeting held.</p> <p>Resolved that:</p> <p>(i) the minutes were an accurate record of the meeting 6 October 2021</p> <p>(ii) the confidential minutes were an accurate record of the meeting 6 October 2021</p>	
2.2	<p>Matters Arising not covered by the agenda</p>	
	<p>Item 1.2 and 1.5 (safeguarding) had been actioned and covered under item 2.7</p> <p>Item 1.11 (apprenticeship review) had been fully discussed at a special Board meeting held 25 November 21</p> <p>Item 1.12 (pay) covered under item 2.2.</p> <p>Item 1.15 (monthly visits by governors) – the Chair advised that this action would continue to remain open and re-iterated that it was important for governors to log their attendance at the College as this was really useful to show board engagement to any external agencies.</p>	
	<p>Safeguarding Training</p>	
	<p>Tom Paddy the designated safeguarding lead went through the latest Safeguarding training presentation for all governors covering:</p> <ol style="list-style-type: none"> 1. What is safeguarding and who this covers i.e. children up to the age of 18 but effectively included all learners 3. Responsibilities including statutory guidance and advice from safeguarding partners 4. Main areas of abuse – neglect, physical, emotional and sexual abuse 5. The context within the College: <ul style="list-style-type: none"> • peer on peer abuse and what this can include for example: physical, up-skirting, sexual violence, sexting, bullying, cyberbullying • child on child sexual violence and sexual harassment • grooming and recognising the signs of grooming – online using various platforms (WhatsApp, social media and email), in person (gifts, attention, trips) or both. Signs – can become secretive, time away from home, sexualised behaviours underage drinking etc. • main areas of grooming – child sexual exploitation (CSE), child criminal exploitation (CCE), prevent/extremes, sexually abusive relationships 6. SEND students – different vulnerabilities and more likely to be abused than their peers. 7. Mental health – takes many forms – eating disorders, self-harm, anxiety, depression, suicide 8. Supporting mental health and use of external supportive agencies: CAMHS, Kooth, Off-centre, first steps. 9. The context within the College: <ul style="list-style-type: none"> • reinforce positive message • PSHE lessons • LAC, care leavers and SEN students monitored closely by staff 10. Safer Recruitment – ensuring all staff have the relevant checks 11. Recording incidents – report all concerns on CPOMs and speak to DSL/Principal 12. What to do if you see or hear something that concerns student's safety: <ul style="list-style-type: none"> • see DSL immediately. • Against a member of staff – report directly to Principal • Against the Principal – Chair of Governing Board 13. Different report: <ul style="list-style-type: none"> • FGM – must report to police • Prevent – call police or the anti-terrorist hotline 14. The takeaway message: <ul style="list-style-type: none"> • safeguarding in all situations underpins the whole college's processes • any questions contact DSL • Ofsted's overarching focus is that all learners feel safe and comfortable to make disclosures to staff <p>The DSL asked for questions:</p> <ol style="list-style-type: none"> 1. Was safeguarding referred to in the Whistleblowing reporting procedure and if so to whom? The DSL said that this was being reviewed, the Safeguarding Lead governor suggested the use of posters which would have a number to contact. The DSL said that this was a good idea. 2. What were the signs of online abuse? DSL said that these were harder to identify but can be seen by changes of behaviour. 3. The IT Filtering service, this had been raised at the Education committee meeting and CEO advised that this is to be addressed with more stringent control methods. 	

	<p>4. Were there any particular safeguarding areas prevalent to the College? The Principal and DSL both said that this was peer on peer abuse, mental health concerns and risk of muggings due to the College's location.</p> <p>5. Do students know where to go and do they feel supported? Student governor said that students did feel supported because the College was small, but this could be seen as an issue in itself i.e. it was difficult to maintain confidentiality.</p> <p>6. Responsibilities i.e. have all safeguarding checks been completed? The CEO confirmed that the SCR was fully up-to-date and the recent Ofsted visit commended the College on this.</p> <p>The Board thanked the DSL for this refresher training. Presentation on this to be sent to the members not available to attend.</p> <p>Item 2.7 was then covered after which the meeting reverted back to the agenda order.</p>	
2.3	<p>Approval and noting of the following documents 2020-2021:</p>	
	<p>The Board was advised that the following documents and policies had each been fully reviewed, discussed and recommended to the Board for approval through their respective committees but if there were any questions to address them at the time of approval:</p> <p>Audit Committee's Annual Report The report summarised the work undertaken by the audit committee for the last academic year ensuring that there was an adequate program of assurance in place with respect to financial controls and reporting. This was approved by the Board.</p> <p>Post Audit Management Report The Board confirmed that they had read the Post Audit Report with the FD explaining that at the audit committee meeting the external auditors had advised that it was a clean audit but there had been some issues referring to the internal control weaknesses and actions taken regarding the findings from the Apprenticeships and Study Programmes Funding Assurance review undertaken by RSM. The audit observations, recommendations and actions from this review were fully discussed with a contingent liability disclosed within the financial statements at Note 20. The auditors agreed that the financial statements should be prepared on a 'going concern' basis based on their assessment of the feasibility of future plans, current and future sources of funding which would be adequate for the College's needs. It was explained that 'going concern' meant that the College will have adequate reserves to continue operating for at least 12 months from the date of signing of the accounts. The Board asked about the RSM Funding Assurance Review and the reason for having one done, the FD explained that the internal review looked at the funding compliance for 16-19 year olds and also apprenticeships. It was concerning the latter that some administrative errors/omissions had been detected. A new compliance officer was being recruited to cover this area and new processes were being brought in to facilitate this. The CEO explained that the issues had arisen due to a lack of capacity and expertise in dealing with this specific area. For reassurance the FD confirmed that both the external and internal auditors were happy to recommend the use of the contingent liability in the financial statements. The Board noted the contents of the report and had no further questions.</p> <p>Regularity Self-Assessment The auditors confirmed that processes were in place to ensure regularity, propriety and compliance within the College and that in all material respects the expenditure disbursed and income received during the year to 31 July 2021 were correct and there were no comments. The regularity self-assessment report was noted by the Board.</p> <p>Letter of Representation This is a standard document and asks the Members of the Board to confirm to the auditors, specific matters relating to the audit of the financial statements in line with International Standards on Auditing. The Board approved and for it to be signed.</p> <p>Annual Fraud Assessment Report The report confirmed that there had not been any fraudulent activity during the period from 1 August 2020 to date and that a Fraud Policy was in place. The report was approved by the Board.</p> <p>Annual Risk Management Report The report covered the risk management policy, risk assessment which provided an agreed set of parameters for assessing the strategic risks, risk assurance framework and the alignment of risks to strategic objectives. The report was noted by the Board.</p> <p>Risk Management Policy This policy was updated to reflect merging of risk assurance framework and strategic risk register and reviewed, there were no changes to the policy. The policy was approved by the Board.</p> <p>Annual Health & Safety Report</p>	

	<p>The report summarises the work carried out during the academic year to meet health and safety requirements. The Board noted the report.</p> <p>Health & Safety Policy This policy was updated in October 2021 with all students and apprentices made aware of health and safety requirements through their respective handbooks. The policy was approved by the Board.</p> <p>Annual Financial Statements 2020-21 Buzzacott, the external auditor, commented that that the financial statements gave a true and fair view of the College's financial performance for the year and had provided an 'unqualified' audit opinion. The key headline data was a surplus for the year £60k; reserves all unrestricted at £642k and cash as of 31 July 2021 of £1.6 million. A couple of minor control issues had been identified through the independent internal RSM Funding Assurance Review with the agreement at the Audit committee that a contingent liability be disclosed in the accounts. For reassurance the FD said that the College's financial status and performance were robust. The Board approval the Annual Financial Statements 2020-21 and for them to be signed.</p> <p>Annual Report on the College Seal for 2020-21 There had only been one use of the seal, for the Broad Lane Extension Deed on 14 December 2020. There had been no other uses for the academic year 20-21. The Board noted the report.</p> <p>Resolved that the following documents for 2020-21 were received and approved by the Board:</p> <ul style="list-style-type: none"> (i) Audit Committee's Annual Report (ii) Letter of Representation (iii) Annual Fraud Assessment Report (iv) Risk Management Policy (v) Health & Safety Policy (vi) Annual Financial Statements 2020-21 <p>Resolved that the following were received and noted by the Board</p> <ul style="list-style-type: none"> (vii) Post Audit Management Report (viii) Regularity Self-Assessment (ix) Annual Risk Management Report (x) Annual Health & Safety Report (xi) Annual Report on the College Seal for 2020-2021 	
2.4	<p>Chief Executive's Overview</p>	
	<p>The CEO asked that the paper be taken as read but highlighted the following:</p> <ul style="list-style-type: none"> • Delivered 3 in-person Apprentice Launchpads between September and the end of November across London and Manchester. Detailed analysis of the apprentice and employer feedback is now underway to add to the outputs of the Apprenticeship Programme Review. A series of recommendations based on short, medium and longer-term strategies for evolving and improving the College's apprenticeships will be made at the Board Away Day in January 2022. • Proposal submissions to employers for digital degree apprenticeships, training partnerships and short courses were due before Christmas. • Work has started on a budget reforecast in January based on the outcomes of the decisions outlined above. • RSM Funding Assurance Review highlighted areas for improvement in the apprenticeship documentation. A new senior compliance officer was currently being recruited. • Impetus Private Equity Foundation has now been confirmed as a new supporter. • The pay & reward review was almost complete and covered under item 2.13. <p>The Principal advised of the following:</p> <ul style="list-style-type: none"> • Good recruitment with improved enrolments. • Curriculum – the pioneer and innovator pathways will remain the same however the creator pathway has been changed. • Teachers and the learning walks – the Board asked if there was an overarching theme – Principal said that the College was looking at literacy and behavioural management explaining what was happening in each of these areas. • Teaching and Learning Quality Improvement Cycle which covered collaborative professionalism, learning walks and CPD. The Board asked if the Principal was happy with the progress on this and confirmed that for the Sixth Form this was all evidence led. The CEO advised that they were looking at the apprenticeship side based on the recent review. 	

	<ul style="list-style-type: none"> • The Sixth Form worked with Salesforce to deliver its first 'all-student' industry project since December 2019. • Overall attendance for Sixth Form at 91% but persistent absence remains high partly due to Covid but also due to the most vulnerable students with mental and physical health issues. The new Attendance and Pastoral officer started on the 1 November 21 and is already making a positive impact by tracking attendance daily and providing support. • UCAS – currently 79% of students have offers. • Current apprentice volume for Spring 2022 cohort is down however, the volumes for Autumn 2022 are much healthier. • Staff recruitment was challenging – the Board asked how this affected general morale and the Principal said that there was limited capacity for any unexpected issues that might arise. <p>The Chair thanked the Principal for all her hard work.</p> <p>Principal left the meeting at 17.31</p> <p>Resolved that the Chief Executive's Overview Report was received and noted by the Board</p>	
2.5	<p>Student Governor's Report</p>	
	<p>The Student Governor provided the following update for information:</p> <ul style="list-style-type: none"> • how apprentices were finding remote learning –there was mixed feedback based on personal preferences • forum for sixth form learners' comments still to be created • areas of concern regarding the changes in work patterns for apprentices especially online vs physical meetings, the associated travelling costs (the Board Member who was the Student Governor's mentor concurred with these comments citing his own company's decision to work more remotely), the requirements to pass apprenticeship and degrees, and inconsistency of lecturing • ideas put forward on hybrid lectures and the benefits, recording the lectures to ensure all learners could go over anything that they had missed, the transition from year 2 to year 3, and better targeting of the College's texting messages. <p>The Chair asked for the Student Governor's point of view on the above. The student governor said that the students wanted to have physical meetings as there was more visible interaction but that it would be good to have an option of remote learning as well to balance their needs simultaneously. The Chair and CEO both said that this was an important point but hybrid working was a decision for the employers and not just an option for the apprentices.</p> <p>The Board thanked the Student Governor for this comprehensive update.</p> <p>Resolved that the Student Governor's report was received and noted by the Board</p>	
2.6	<p>College Annual Self-Assessment Report (SAR)</p>	
	<p>The CEO referred to the executive summary in the SAR and said that the Education committee had rigorously scrutinised the document and thanked the Education Chair and committee members for all their work.</p> <p>Whilst the SAR was a very good read it was felt by the Board that the executive summary needed:</p> <ul style="list-style-type: none"> • simplifying • the addition of five key points to focus on • the addition of the self-assessment grading <p>The CEO said that this would be actioned, and a revised draft would be shared with the Vice Chair (CP) and the Chair of the Education committee (AD).</p> <p>The Chair asked if there were any further questions or comments and there were none. The Board approved the College Annual Self-Assessment Report.</p> <p>The Chair thanked the Education Chair and the committee members for their hard work on this.</p> <p>Resolved that:</p> <p>(i) the College Annual Self-Assessment Report was received and approved by the Board with no material change to the content.</p>	

	(ii) the revised draft to be sent to Vice Chair (CP) and the Chair of the Education committee (AD).	
2.7	Safeguarding and Prevent Update	
	<p>The DSL briefed the Board on the latest safeguarding update highlighting the following:</p> <p>Sixth Form Safeguarding</p> <ul style="list-style-type: none"> Safeguarding policy 2021 had been updated pursuant to the Board meeting 6 October 2021 under item 1.5. All students had received islamophobia and safety in the community PSHE lessons A section 47 disclosure for a student who was placed into police protection after the College referred to relevant statutory safeguarding agencies. A section 17 disclosure was made following a student's disclosure to the College Counsellor and was referred onto the relevant statutory safeguarding agencies. There had been a couple of student muggings in the area where the students were not physically assaulted however their phones had been taken. The Principal said that there had been some police involvement although this was usually after the fact as Ada was a College and not a school. The Safeguarding Lead governor concurred with this comment. 33 safeguarding Incidents have been raised in this time and compared to 29 the same period last year. The Board asked if the figure could be benchmarked? DSL said that it can only be compared to the same time the previous year. But that the College was looking at the reports coming in and reviewing the thresholds for a safeguarding incident. Cross-college safeguarding audit was completed with findings along with completion dates referred to below. <p>Apprentices Safeguarding</p> <ul style="list-style-type: none"> Apart for one concern raised by an apprentice, who is utilising the counselling service, there have been no other concerns have been raised or flagged by employers during this period. <p>Prevent</p> <p>There were no concerns raised across the College.</p> <p>The Safeguarding Audit Report</p> <p>The DSL briefed the Board on the cross-college safeguarding audit report as discussed at the recent Education committee meeting. The audit looked at 7 main areas, all of which had been analysed in detail, with a summary of the College's performance in each area using RAG rated indicators to assess if the College was delivering high quality practice in all areas of safeguarding and health and safety. Of the 7 areas only one was rated red concerning supporting students with medical needs & First Aid which was being addressed. The Board noted the report.</p> <p>Sexual Harassment and Misconduct Policy</p> <p>The CEO advised a Part 5 had been added to the safeguarding policy covering sexual harassment and violence focusing on what both looked like within a college setting, how staff and students can report and respond to it, and the College's position on risk assessments. Additionally the Sexual Harassment and Misconduct Policy and Action Plan was presented as a standalone document. Dates to the action plan have now been added and will be reported back to the Education committee. The Board approved the policy.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) The Safeguarding and Prevent update was received by the Board (ii) The Safeguarding Audit Report was received and noted by the Board (iii) Sexual Harassment and Misconduct Policy was received and approved by the Board <p>The Chair thanked the DSL who then left the meeting at 16:58</p>	
2.11	Update on Organisational Targets & KPIs 2021/2022	
	<p>The CEO asked that the paper be taken as read with the comment that the apprenticeship volume recruitment had been previously referred to as of concern and the College was now working on the information based on the apprenticeship review. Of note would be the issue of how much to invest in business development and the resources required. The Chair appreciated this but said that existing business had to be maintained.</p> <p>Resolved that the update on Organisational Targets & KPIs 2021/2021 was received and noted by the Board</p>	
2.12	Strategic Level Risk Register	
	The organisation's strategic risk register has been revised pursuant to the October Board meeting.	

	<p>The FD advised that three risks had been added to the register covering funding rules/regulations, staff resourcing and staff pay/rewards which the Chair said was good to see though not surprising.</p> <p>Resolved that the revised Strategic Level Risk Register was received and noted by the Board</p>	
2.13	<p>People Management Review</p> <p>Director of People (DoP) joined the meeting at 18.08 and provide the background to the people management strategy and the three headline priorities which had emerged:</p> <ul style="list-style-type: none"> • Recruitment and selection • The College as an employer • Performance, development and line management <p>The report presented covered the pay ranges for the grade structure to be agreed across teaching and support roles. The key findings were that:</p> <ul style="list-style-type: none"> • most roles were paid at or around the pay market median of the relevant market comparator i.e. the markets the College recruits from • technical skills coaches and some computer science/media/creative computing and maths teachers were paid below 80% of the relevant comparator pay market • it was difficult to find technical skills coaches on current salary levels, with candidates' preferring to have a lower caseload to give better quality training and to work from home <p>The full financial cost implications with an options analysis covering timing of implementation, managing staff expectations, possible staffing issues, the respective mitigations, communications and a finalised pay policy to be discussed with the ELT before bringing to the F&R committee and Board.</p> <p>The Chair asked if the review had uncovered any unfairness in staff salaries, DoP said that there were a small number of outliers below the median position.</p> <p>Resolved that update on People Management Review was received and noted by the Board Dee De Bellotte left the meeting at 18.16</p>	
2.1	<p>Committee Chairs' Feedback</p> <p>The Chairs of the following committees provided brief feedback on their respective meetings:</p> <ul style="list-style-type: none"> (i) Education committee - 15 November - the major items had been fully discussed under items 2.5 and 2.7. (ii) Audit committee - 19 November – the audit report and associated documents had already been covered under item 2.3. (iii) Finance & Resources - 19 November – the main items were covered under item 2.3, 2.7, 2.8, 2.9, and 2.12. <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) Education (ii) Audit (iii) Finance & Resources 	
2.17	<p>Any Other Business</p> <p>The Board all wanted to thank the staff for all their work and the Chair said that she would draft a message to everyone. The Chair then thanked all the Board members for their energy, support and contribution over the year which the CEO endorsed.</p> <p>There was no other business.</p>	
2.18	<p>Date of Next meeting:</p> <p>1. 2 March 2022 at 15.45</p>	
	<p>Close of meeting</p>	
	<p>Meeting closed at 18.18</p>	