



**BOARD MEETING**  
held Monday 5 July at 15.45  
  
via remote participation

**MINUTES of the Meeting of the Board MEETING**  
**held on Monday 5 July 2021 at 15.45**  
held at Broad Lane, Tottenham Hale, London and via remote participation

<p><b>Members present:</b> Tiffany Hall Amal de Alwis Anna Douglas Tom Fogden Kathryn Skelton Joanna Smith Mark Smith</p> <p><b>Members via remote participation:</b> Rachel Jackson Lisa Kattenhorn Zarine Kharas Gillian Lancaster Chris Payne Imran Razzaq Kevin Walsh</p> <p><b>In attendance:</b> Olga Bonney-Glozik Dee de Bellotte Tina Götschi Sophie Runcorn Olwen Sisupalan Joy Watkins Jacky Gearey</p>	<p>Chair and External Member External Member External Member External Member and Dean External Member Staff governor CEO</p> <p>External Member External Member External Member External Member External Member External Member External Member</p> <p>Incoming staff Governor Director of People Principal Director of Capital Projects and Chief of Staff (DCP) Director of External Relations Director of Finance and Operations (FD) Clerk</p>
	<p><b>For Items</b></p> <p>5.9 5.3, 5.4, 5.9 5.5, 5.9 5.9 5.6, 5.8, 5.10</p>

**Quorum 7 Members**

Item	Topic	Action
	<b>Apologies for Absence</b>	
	Apologies had been received from: 1. Nick Wilcock 2. Phil Kemp 3. Kymberlie Andrew	
	<b>Declarations of Interest in agenda items</b>	
	There were no declarations of interest	
5.0	The Chair opened the meeting at 15.48 and welcomed Dee de Bellotte, the new Director of People to her first Board meeting.	
5.1	<b>Minutes of Previous meeting</b>	
	<b>Minutes:</b> (i) Meeting 24 May 2021 The Board approved the minutes of the meeting held on 24 May 2021 as an accurate record.	
	<b>Confidential minutes:</b>	

	<p>(ii) Meeting 24 May 2021</p> <p>The Board approved the confidential minutes of the meeting held on 24 May 2021 as an accurate record.</p> <p><b>Resolved that the Board approved:</b></p> <p><b>(i) the minutes as an accurate record of the meeting held 24 May 2021</b></p> <p><b>(ii) the confidential minutes as an accurate record of the meeting held 24 May 2021</b></p>	
5.2	<p><b>Matters Arising not covered by the agenda</b></p>	
	<p>All matters had been actioned and were now closed. There were no further matters arising.</p>	
5.3	<p><b>Chief Executive's Overview</b></p>	
	<p>The CEO first thanked the Board Members in particular Kymberlie Andrew and Imran Razzaq for their engagement at recent student events both online and for speaking at the sixth form graduation.</p> <p>Before handing over to the Dean and Principal, the CEO gave a general overview highlighting the facts that the autumn apprenticeship cohort would be the largest yet and that sixth form volumes were looking more positive although still below target. In addition, the College's fundraising target was due to be exceeded for the year once a pledged donation had been received.</p> <p><b>Apprenticeships - Dean</b></p> <p>Currently between 120-140 are forecasted to start across 2 Launchpads in London and Manchester in autumn 2021 with an increased number of employers. The achievement rates, recent feedback scores, and attendance rates were all very good especially given that teaching continues to be delivered remotely, however the autumn Launchpads will be face-to-face. The Board asked if there were any concerns regarding the LaunchPads and their staffing with the Dean explaining that much of this was dependent on future government announcements and that there was still an on-going and persistent challenge to recruit high quality technical teaching talent. This risk was further amplified with the increased apprenticeship volumes expected in autumn 2021 and the future growth plans.</p> <p>The short course pilots had been successful with strong feedback. However, the main issue was the inability for the College's partners to effectively recruit for these short courses, so the cohorts have at times been smaller than preferred. Asked if there was a reason for this, the reply was that it was important to find the right partners who can mobilise, motivate and activate people and it was this that was proving to be very challenging.</p> <p><b>Sixth Form - Principal</b></p> <p>Sixth form teacher assessed grades (TAGs) had been submitted. A detailed analysis of the results will be in the College SAR for discussion at the Education committee in the autumn term with final Board sign off in December. There was an increase in the value-added performance with the Board asking if it had improved from the previous year and the Principal confirmed that it had.</p> <p>The Principal referred to student retention, wherein three female year 12 students were leaving albeit this was for reasons due to change of circumstances and location. However, the College was considering what additional support could be offered going forward to incoming female students to avoid in year dropouts.</p> <p>The Board raised the issue again regarding too few sixth form students progressing onto Ada's apprenticeships saying that it was unacceptably small. The CEO said that this had been identified by the ELT, but that many of the employers had delayed their</p>	

	<p>recruitment due to Covid and that this was again a question of timing. The Dean said the aim now was to harmonise the recruitment timing with key employer partners and to differentiate the training that the College provided. The Board suggested that the College compare the apprenticeships being offered by other providers with their own to see if it was, in fact, the same provision.</p> <p>The Board were impressed with the BTEC Computing results which were excellent, had exceeded the KPIs and were likely to make the College the top performing institution in the country for the qualification for the third year in a row.</p> <p>The Board said that this was a great set of results and well done to the College and their respective teams with the Chair saying that she would advise all staff of the Board's thanks and appreciation.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>the CEO's overview was received and noted by the Board</b></li> <li>(ii) <b>the Chair to write to all staff conveying the Board's appreciation for the work done during the year.</b></li> </ul>	
5.4	<p><b>Safeguarding and Prevent Update</b></p>	
	<p><b>Sixth Form</b> Following the Relationship and Sexual Education curriculum drive in PSHE, a female student group has been set up to identify possible concerns relating to sexual harm/harassment within the College. Additionally, a student disclosure form has been generated and this will be rolled out to all students at the start of term.</p> <p><b>Apprentices</b> There have been no concerns raised or flagged by employers during this period. The cross-college safeguarding audit is ongoing and findings from this will be published to the ELT, the Board Chair and the designated safeguarding governor.</p> <p>The Chair asked the safeguarding governor if she had any comments. There were none. The Chair of the Education committee asked to also see the published report from the safeguarding audit and it was agreed to send the report to the Board Chair, Chairs of Audit and Education and the safeguarding governor when published.</p> <p><b>Prevent</b> – there were no concerns</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>the Safeguarding and Prevent update was received and noted by the Board</b></li> <li>(ii) <b>CEO to circulate the safeguarding audit to Board Chair, Chairs of Audit and Education and the safeguarding governor when published</b></li> </ul>	
5.7	<p><b>Organisational Targets &amp; KPIs</b></p>	
	<p>The top ten organisational key performance indicators which were RAG rated, were presented and covered the period 1 September 2020 to 24 June 2021. Of note were the following:</p> <p><b>Student offers and applications</b> - the CEO explained that the number of sixth form confirmed offers and total application volumes were below target however using the current figures and last year's conversion rates, it was expected that between 70-75 Year 12 students will be enrolled in September which is within the range of the target set. Focus will be on converting as many offer-holders into enrolled students as soon as possible and there may be an uptake around results day which the Board agreed, citing colleges which were concentrating on this time for increased numbers.</p>	

	<p>Female applicants - the number of female applicants although below target is above last year's figure of 22%.</p> <p><b>Sixth Form attendance</b> - this remained at 91% which was just below the 92% target partly due to a few students who were struggling to return to face to face learning due to complex medical needs. It will be a focus for the next academic year. The Chair asked if there was any comparator data available but unfortunately as much of this is provided verbally it is anecdotal information.</p> <p><b>Female apprentices</b> - the percentage of female apprentices included the autumn 2020 and spring 2021 cohorts and there was no change from the previous report as no new apprentices had joined and therefore was 1% off the target of 35%.</p> <p>The Chair asked for questions: Regarding sixth form applications was this mirrored by other sixth forms? The CEO said that the market was very competitive in London and was additionally being impacted by Covid with schools convincing their current students to remain.</p> <p>Were more students deferring for a year and wanting to re-sit their exams? Although there was no data on this currently, The Principal said that students would rather not re-sit the year as this would mean being out of sync with their contemporaries.</p> <p>Had the College identified the reasons why students chose to attend Ada, to help inform the recruitment approach? The Principal said it was either through a recommendation of a friend or a personal interview with the recruitment officer both of which were seen as engaging with someone they trust.</p> <p><b>Resolved that Organisational Targets &amp; KPIs were received and noted by the Board</b></p>	
<p><b>5.8</b></p>	<p><b>Strategic Level Risk Register</b></p>	
	<p>The FD said that the register was for noting and had been discussed at the recent Audit committee. There was an update to one of the risks covering the achievement of year on year volume targets for sixth form intakes which had been discussed under item 5.7. The Board asked for clarity concerning residual and inherent risk which the FD provided.</p> <p>The rating of the other top risks remained the same.</p> <p><b>Resolved that the revised Strategic Level Risk Register was received and noted by the Board</b></p> <p>Dee de Bellotte and Olwen Sisupalan joined at 16.55</p>	
<p><b>5.9</b></p>	<p><b>3 year strategy</b></p>	
	<p>Before the CEO presented the draft 3 year strategy plan, the Chair said that this was for discussion and not for approval at this meeting, and an updated version would come to the Board for approval in October.</p> <p>The CEO advised new members of the Board that this 3 year strategy was built on the strategy originally developed for the impact plan in 2018 and the 10 year plan worked on last June, which was the macro picture as asked for by the DfE. The mission is to:</p> <ul style="list-style-type: none"> <li>• transform the lives of 10,000 16-24 year olds and benefit an additional 10,000 learners by 2030; and</li> <li>• ensure that at least 50% of these learners meet at least one of our diversity focus areas</li> </ul> <p>The three-year strategy presented was draft, the aim of which was to:</p> <ul style="list-style-type: none"> <li>• provide clarity on the organisational goals,</li> <li>• ensure that what is needed is in place to achieve the goals; and</li> <li>• communicate these to staff, Board and stakeholders</li> </ul>	

	<p>At the centre of the strategy were three overarching objectives referred to as 'boulders'. These covered the three years focusing on sustainable growth and on-going improvements in the quality of the provision: -</p> <p>Boulder 1 - transform more lives by <b>quadrupling annual intakes</b> of new <b>diverse learners</b>. The Board asked about the use of the word "new" diverse learners and CEO said that this had been discussed.</p> <p>Boulder 2 - be a <b>centre of excellence</b> for the teaching and learning of advanced digital skills</p> <p>Boulder 3 - develop a <b>sustainably resourced national model</b> - premises, people, finances, systems &amp; infrastructure</p> <p>In the plan reference to boulders, rocks and pebbles meant:          Boulders – overarching strategic objectives for the three years 2021-24          Rocks - these are the annual goals, supported by detailed metrics – learner volumes, diversity targets and staffing growth. The metrics will be used to draft 2021/22 KPIs. The Board asked if there was enough staff development factored in and CEO said that this was being reviewed and would be discussed further.          Pebbles - the 1-3 month goals that will form the plan of work to get to the rocks, effectively the next steps to socialise the work with staff and finalise it so that detailed activity plans can be prepared for the year ahead.</p> <p>The Board felt that this was a very bold plan but questioned July 2024 as the right time to increase to a quadruple intake and that perhaps a delay to September 2024 would allow more time for completion. The CEO referred to the modelling that had been done but the Chair asked that this date be modelled and to push as hard as possible. Additionally, the Board asked what resources would be required and the costs.</p> <p>The next steps were outlined:</p> <ul style="list-style-type: none"> <li>• ELT to share with their teams to refine rocks and metrics</li> <li>• Initial Board feedback to be provided by 30 July</li> <li>• Discuss with staff at all staff day 24 August</li> <li>• Further input and feedback – and approval, ideally - at Board Away Day 12 October</li> </ul> <p>Once rocks and metrics are refined and agreed, ELT members and their teams will be asked to produce the activity plan for 2021/22 to show how these will be achieved.</p> <p>The Chair thanked the team for all this work and asked for the DCP to send the presentation to the Board for their comments to be returned to DCP by 30 July, and to arrange a couple of virtual drop-in sessions as opportunities for Board members to discuss the strategy with her.</p> <p><b>Resolved that:</b></p> <p>(i) <b>the Board received the 3 year strategy</b></p> <p>(ii) <b>the DCP to send the presentation out to Board members for comment / feedback and arrange drop in sessions by 30 July</b></p> <p>Sophie Runcorn, Olwen Sisupalan and Dee de Bellotte left the meeting at 17.28.</p>	
5.11	<b>Annual Governance Framework (Cycle of Business)</b>	
	<p>The Annual governance framework was presented for the Board to note.</p> <p><b>Resolved that the Annual Governance Framework (Cycle of Business) was received and noted by the Board</b></p>	
5.12	<b>Approval of:</b>	
	<b>Scheme of Delegation</b>	

	<p>As previously presented the scheme of delegation is the key document defining which functions have been delegated and to whom. In addition, it has a list of policies/codes and who is responsible for them with the reason for Board approval.</p> <p>This document has been reviewed by the CEO and updated accordingly.</p> <p><b>Resolved that the Scheme of Delegation was received and approved by the Board</b></p>	
<b>5.13</b>	<b>Committee Feedback/minutes</b>	
	<p>(i) Audit - 16 June 2021 – the Audit Chair advised the Board of the External Audit strategy which had been presented to the committee</p> <p>(ii) Education – 17 May 21 – the Education Chair advised that much had already been discussed under items 5.3, 5.4 and 5.7 and at the previous Board meeting.</p> <p>The 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><b>Resolved that Committee Feedback/minutes were received and noted by the Board</b></p>	
<b>5.14</b>	<b>Corporation Board Self-Evaluation</b>	
	<p>The Clerk asked for this form to be completed and returned by 1 August 2021 and a report would be presented at the Board meeting in October.</p> <p><b>Resolved that the Corporation Board Self-Evaluation was received by the Board to be completed and returned to the Clerk by 1 August 2021</b></p>	
<b>5.15</b>	<b>Forward Agenda items</b>	
	There were no items.	
<b>5.16</b>	<b>Any Other Business</b>	
	<p>As Rachel Jackson was stepping down from the Board having been a governor since its inception. The Chair wanted to thank her on behalf of the Board and the College for all her hard work, contributions and commitment to the Board which were greatly appreciated.</p> <p>Also stepping down was Joanna Smith, the staff governor who had taken up this role as maternity cover for Olga Bonney-Glazik who had now returned to the College. The Chair thanked Joanna for her contributions over the past year.</p> <p>Finally, the Chair thanked the staff for all their work during this term and the Board for their support.</p> <p>There was no other business.</p>	
	<b>Date of Next meeting</b>	
	<ul style="list-style-type: none"> <li>6 October 2021 at 15.45 at Broad Lane</li> </ul>	
	<b>Close of meeting</b>	
	Meeting closed at 18.12	
	<p>MINUTES of the meeting held on <b>Monday 5 July 2021</b> were agreed and accepted as a true and accurate record and signed by the Chair</p> <p>..... on .....</p>	