



Minutes of the BOARD Meeting

held on
Wednesday 13 May 2020 at 15.45hrs
 via remote participation

MEMBERS PRESENT:		
Tiffany Hall Amali de Alwis Kymberlie Andrew Steve Davies Anna Douglas Tom Fogden Rachel Jackson Zarine Kharias Gillian Lancaster Chris Payne Mark Smith Nick Wilcock Kevin Walsh		External Member and Chair External Member External Member External Member External Member External Member External Member External Member CEO External Member External Member External Member External Member
IN ATTENDANCE:		
Stuart Noss Jaiya Bhandari Sophie Runcorn Jacky Gearey		Principal Finance Director Director of Projects & Chief of Staff Clerk
Quorum: 7 members		ACTION
PRELIMINARY ITEMS		
<ul style="list-style-type: none"> • Apologies for absence <ul style="list-style-type: none"> 1. Salman Momen – Covid-19 2. Olga Bonney-Glazik (maternity leave) • Declarations of Interests in agenda items - No interests were declared. 		
Opening of meeting The meeting started at 15.50. Nick Wilcock had advised the Clerk that he would be attending the meeting at 16.00		
STANDING AGENDA ITEMS		
4.1 Minutes of previous meeting: (i) 4 March 2020 The minutes of the meeting held 4 March 2020 were approved to be signed by the Chair as an accurate record of the meeting. (ii) Remote Decision request dated 19 March 2020 – Ashley Road The minutes of remote decision request dated 19 March 2020 were approved to be signed by the Chair as an accurate record of the decision taken. (iii) Remote Decision request dated 6 April 2020 - Auditors The minutes of remote decision request dated 6 April 2020 were approved to be signed by the Chair as an accurate record of the decision taken. Confidential minutes of: (iv) 4 March 2020 The confidential minutes of the meeting held 4 March 2020 were approved to be signed by the Chair as an accurate record of the meeting. Resolved that the following minutes were approved to be signed by the Chair (i) Minutes of the meeting held 4 March 2020 (ii) Minutes of remote decision request dated 19 March 2020		

	<p>(iii) Minutes of remote decision request dated 6 April 2020</p> <p>(iv) Confidential minutes of the meeting held 4 March 2020</p>	
4.2	<p>Matters Arising from above</p> <p>The actions from the previous meeting were reviewed, noting that most had been dealt with, were in hand or superseded, or appeared on that day's agenda with the following items raised for clarification:</p> <p>Minutes 4 March 2020</p> <p>Board asked about the risk register which the Chair advised would be covered under Item 4.7.</p> <p>The Board asked about an update on the recruitment of the Chair of the Capital Projects committee, the CEO advised that a person had been approached but had not replied yet. It was felt that it may be easier to recruit a suitable person after the lockdown restrictions are lifted,</p> <p>Before going onto the main agenda, the Chair wanted to say that the Board was very impressed with how the College was operating especially with the staff working remotely.</p>	
4.3	<p>Chief Executive's Overview</p> <p>Covid-19 response - The College responded well to the 'emergency' transition to remote learning. Learner engagement has been high across both sixth form and Apprenticeships as has the feedback scores. Staff have responded superbly to the challenge for the most part. However, as Lockdown goes on, it is creating a lot of strain on staff and some learners, particularly for the sixth form.</p> <p>20/21 Budget - Covid-19 has meant that many companies have paused their apprenticeship programmes for 2020 and this has meant that our forecast apprenticeship volumes have dropped significantly. This has a short-term impact and means the college is forecasting an increased deficit budget for 20/21 at present. It also has a medium term impact in 21/22 and 22/23 as these apprentices would typically be studying for 2 or 3 years.</p> <p>Fundraising - The YTD fundraising performance has been exceptional at c.£1.4m and this means the College is in a solid position to weather the Covid-19 storm without needing to make significant staffing cuts but there must now be a real focus on how to replace the lost income due to Apprenticeship volumes in London and Manchester.</p> <p>Real Estate - update provided under 4.9.</p> <p>Manchester Pilot – The new Manchester Regional manager, has made a strong start in the role and is building Ada's presence in the region. The pilot apprentice cohort is likely to need to be delayed by a few months, but alternative courses/programmes are being considered. All existing funding and pro-bono commitments remain in place.</p> <p>Website - goes live in May</p> <p>Resolved that the Chief Executive's Overview was received by the Board</p>	
4.4.	<p>Safeguarding and Prevent</p> <p>Safeguarding Report – the report was presented by the Principal and the following was noted:</p> <p>Coronavirus outbreak and college closure</p> <ul style="list-style-type: none"> • Safeguarding Policy addendum has been written by the safeguarding team and approved by ELT • Vulnerable student risk register has been created to monitor at risk individuals in the <p>Sixth Form Safeguarding</p> <ul style="list-style-type: none"> • All safeguarding concerns raised have been addressed following Ada Safeguarding Procedure • Rate of concerns being raised in the sixth form remains consistent the college continues to work with external agencies as required for a small number of students • Update training session on using CPOMS as part of Sixth Form CPD delivered 25 February 2020. <p>Number of students under risk - Chair about whether the number of students are benched marked and Principal said that there was no comparative data.</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. 	

	<ul style="list-style-type: none"> To increase our capability, we can now offer a counselling service to our 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 for new senior administrator delivered 23 April 2020 <p>Prevent No concerns have been raised across the college.</p> <p>Resolved that the Safeguarding Report was received by the Board</p>	
ORGANISATIONAL AND BUSINESS MONITORING		
4.5	<p>Finance Report/Management Accounts</p> <p>The FD compared P8 to P7 on screen with the assurance that the document would be sent out following the meeting together with the cashflow forecast for this and the next three years. The forecast showed a £1.023m surplus and included a cost saving regarding the revised staff structure plus the reduction in fundraising income where some of this had been deferred. The CEO clarified the latter which had been previously referred to in the Board minutes in March and further explained that there had been an error at the ESFA endpoint with the original IFMC submission. As a result the college had to present a further submission which meant that the model had had to be recalibrated and allowed for more recent information to be inputted, as a consequences the DfE had confirmed that the financial health rating was now good. Chair asked if any of the financial savings could be brought forward and CEO said that this was already in hand. The Chair asked the CEO to provide at a later date information about when these decisions would be made for the next financial year.</p> <p>Board asked how much of the apprenticeship income was guaranteed (20 apprentices are currently furloughed – put in safeguarding). The CEO reassured the Board that a large amount of the income was secured and the risks for the current year depended on whether apprentices were made redundant, however currently there were none. However, if there were to be a break in learning then there would be a change in funding. Board asked for a calculation on the impact on the various numbers of redundancies e.g if there were 50 redundancies what would the impact be on income and the Chair asked the FD to do a high-level sensitivity analysis on this for the July board meeting but did not want this to be a labour intensive piece of work. The CEO reassured the Board that some of this has already been done in the future projections and that there was a very low risk for this financial year.</p> <p>Resolved that:</p> <p>(i) the verbal update on the Finance Report/Management Accounts was received by the Board</p> <p>(ii) FD to send out latest management accounts to Board</p> <p>(iii) FD to provide a high-level sensitivity analysis for the next board meeting in July.</p>	
4.6	<p>Organisation Targets & KPIs</p> <p>The CEO presented the report highlighting the level of apprentices that had been enrolled as the main challenge for the next academic year. However, on an encouraging note, many of the employers had already made commitments regarding future apprenticeships and the CEO/Dean were reasonably confident that there will be a cohort but that it would be smaller than the one predicted. The reduction in numbers had in the main been driven by the decision from one main employer to suspend their confirmation provision, however there is a review date in November and if they go ahead with the spring intakes then this issue will be addressed.</p> <p>Resolved that the Organisational Targets & KPIs were received by the Board</p>	
4.7	<p>Risk Register (strategic level)</p> <p>A full review of the strategic risk register has been conducted with the Executive Leadership Team, with particular attention to new risks that have developed out of the Covid-19 pandemic. Thirteen new risks have been added as separate risks labelled with Covid-19 in the category column. The ratings of previous strategic risks have been adjusted if their impact or likelihood has altered as a result of the changes brought about by the pandemic.</p> <p>CEO assured the Board that the staff were being proactive and had responded really well to the Covid issues. The Chair asked if there were any comments on this and the risk mitigation. The CEO said further to the Ministerial meeting held 12 May 20 that the register will be reviewed and amended. Board asked about the link to the rather tarnished brand of the</p>	

	<p>National Colleges and whether there would be much difficulty in rebranding the College? CEO said that this could be done and that the logo would have to change but that within DfE, Ada is still recognised as an exception within this group. The Board felt that the College should take an offensive position regarding this.</p> <p>In reviewing the register, the Board felt that as previously minuted, the register was well articulated and that the mitigation was good, but that the scoring still seemed very high and could be perceived as very alarming and pessimistic. The Chair of Audit said that this would be reviewed at the audit committee.</p> <p>Resolved that:</p> <p>(i) the Risk Register (strategic Level) was received by the Board</p> <p>(ii) Risk register to be reviewed at the next audit committee</p>	Audit comm
STRATEGY, PLANNING AND POLICY MATTERS		
4.8	<p>Policy documents for approval, as applicable</p> <p>(i) 20/21 Financial Regulations</p> <p>The College reviews its financial regulations and procedures on an annual basis in order to ensure that current practice meets any audit or other 'best' practice recommendations. The FD advised the Board of the changes annotated at the front of the document explaining that the College financial regulations and procedures have served their purpose and recent audits, both internal and external, have not highlighted any material breaches, concerns or issues.</p> <p>(ii) Whistleblowing Policy</p> <p>A clear whistleblowing policy encourages a culture where wrongdoing can be addressed quickly and potentially before any regulatory action or damage to reputation and reinforces to staff the importance of their duty of confidentiality to the College and the learners. The FD advised the committee that there had been some minor textural changes to the current policy to include the name change of the confidential advice line from "Public Concern at Work" to "Protect".</p> <p>Resolved that the following were received and approved by the board:</p> <p>(i) 2020/21 Financial Regulations</p> <p>(ii) Whistleblowing Policy</p>	
4.10	<p>Ada Re-positioning post Covid-19</p> <p>CEO informed the Board that Ada has applied to different DfE and Regional funds that have opened up or been extended due to Covid-19. This would allow the College to develop or better showcase existing work that is being done.</p> <p>Ada has looked into different teacher training options in particular a partnership with Portsmouth University, who offer a 24-month part-time remote PGCE where the College could deliver a specific part of the computer science element. This could work well and is low-cost (£1500 per annum), the College could start to train some of its own teachers and going forward this could provide an external income stream.</p> <p>The Apprenticeship and Leadership teams are considering a range of options for how to possibly adapt/repackage the existing provision into new courses and programmes.</p> <p>The 'Digital Reboot' proposal to Government was submitted in late April, which could help with the post Covid-19 recovery, as yet there has been no Government feedback albeit it has been well received by the DfE.</p> <p>A fuller options appraisal and recommendations will be put forward for the July or October Board meeting with a clear proposal, delivery plans and costings once these options are better understood and bottomed out.</p> <p>A positive conversation has taken place with the Prince's Trust with an opportunity concerning the workforce fund in the Manchester region. This could be a good bridge moving from jobs to apprenticeships. Chair said that this looked exciting and that perhaps this might be something to be considered under the Education committee's remit and asked this this be discussed at the next Education meeting in June. The CEO agreed.</p> <p>Resolved that:</p> <p>(i) Ada Re-positioning post Covid-19 report was received by the board</p> <p>(i) Clerk to put Prince's Trust collaboration as agenda item for Education committee meeting in June 20</p>	
4.11	20/21 Business Plan & Budget	

	<p>Due to the effects of Covid-19, the FY20/21 budget is significantly different to the March Board paper which included the Integrated Financial Model submitted to the ESFA. The paper as presented outlined the expected operational position for the next 3 years after assumptions have been amended to reflect the situation. Due to the unpredictability of the assumptions, a robust sensitivity analysis had also been included. The College is forecasting reduced income as a result of falling apprenticeship volumes and more conservative fundraising predictions. Hiring plans have been revised or delayed in order to offset the effects and the cost model has been adapted to make operational savings where possible.</p> <p>In March the College was forecasting a deficit of £227k in 2020/21 and £132k in 2021/22 due to the expected utilisation of the Salesforce funding received in 2019/20 (£376k) across future years. The College is now predicting a deficit of £293k in 2020/21 and £379k in 2021/22, returning to surplus in 2022/23. Due to an exceptional level of fundraising in 2019/20 the College will be able to maintain a cumulative positive cash-balance while the effects of Covid-19 run their course.</p> <p>FD highlighted that the uncertainty in the fall in new apprenticeship numbers and the delayed Manchester Launchpad to November have led to a revision of the operational budget to reduce the deficits. CEO said that the cashflow forecast will be sent out and reassured the Board that it was positive. The Chair asked for any comments on the 'worst and best case' scenarios.</p> <p>Board asked if it was wise to use the terminology 'worst and best case' scenarios and suggested that the degrees of 'worse' case be explained so that external agencies can understand why this was a crisis. Board asked if the figures presented were the absolute worst case as perspectives / soundbites about what bad looks like in the external environment are subjective and whether this could be tested in an anonymous way. CEO said that that they will take a pessimistic environment, 16-18 funding has been confirmed and will not change and the fundraising income so far has been banked, therefore it is the apprenticeship numbers and the DofCP's salary that were of concern. The CEO reassured the Board that this would be revisited continually.</p> <p>The FD advised the Board that the two required loan repayments were to be paid and that the cashflow balance was healthy. There was a proposal in the paper for the loan to be paid in three instalments instead of two thereby holding onto the cash for longer and the Board agreed that this would be a more prudent action but questioned whether the Treasury would accept this. In addition, the CEO asked if the forecasting could be for 2 and not 3 years hence and the Board agreed. The Chair and FD to meet regarding this.</p> <p>Resolved that</p> <ul style="list-style-type: none"> (i) the 20/21 Business Plan & Budget was received by the Board (ii) FD to see if loan payments could be made in three instalments rather than two if agreement from the Treasury given. (iii) FD to provide financial forecast for 2 years. (iv) Chair and FD to meet to discuss the forecast. 	
TEACHING & LEARNING AND STUDENT MATTERS		
4.12	<p>20/21 Proposed curriculum changes</p> <p>The Principal briefed the board on the curriculum changes which were being proposed to reduce costs and create greater efficiencies in the Sixth Form, whilst aiming for student number growth.</p> <p>Funding</p> <p>The 2019-22 budget has been reforecast to reflect realistic student numbers and income streams per year. Based on increased student applications and accepted offers, a business case has been submitted to the EFSA/DfE for match funding in the 2020/21 academic year (rather than lagged). Approximately £60,000+ of cost savings have been identified in the 2019/20 budget and further substantive savings have been agreed for the 2020/21 academic year.</p> <p>Staffing</p> <p>The Sixth Form has been over staffed by approximately 1.0 FTE. This has been resolved for the academic year 2020/21.</p> <p>The Sixth Form leadership (SLT) and middle management is disproportionately large for the size of college and staff numbers. This is being addressed for the 2020/21 academic year in a first stage reduction process. Further stages will be required.</p> <p>Guided learning hours (GLH) per student are being reduced over a 3 year period to move towards funded expectations (600 GLH), leading to lower registered hours (which reflect activity with a cost) per student falling. The Board asked if the reductions in taught hours is</p>	

	<p>that being compensated by more online learning and the Principal said that these were physical reductions. Post covid-19 there would likely be a more blended approach but this will not go below 540 hours.</p> <p>Student Recruitment Actual offers made and accepted have increased substantially since the last academic year.</p> <ul style="list-style-type: none"> ● Increased student recruitment for 2020 - goal to achieve new student recruitment of at least 85 students or higher, with 60/62 retained from current Year 12. ● Refine curriculum model to promote 3 pathways has impacted positively on recruitment. ● Implementation of a 'talent spotting' recruitment strategy in process. Culture shift accepted by sixth formers to see computing ability as a teachable skill set rather than pre-required. Seeking to bring in more 'creative' students who needed to boost computing levels has seen growth in creative area. Use of assessment centres has enabled offers based on potential ability. <p>Curriculum Offer New course offer of Creative Digital Media begins in September 2020.</p> <ul style="list-style-type: none"> ● Reduced sixth form curriculum offer - no longer offer Physics and Pathway programme has focused curriculum into clear combinations. Board asked about this and the Principal advised the board that having a more defined path was better and that the Physics track record was of mediocre performance, furthermore the loss of Physics has not affected the current offers at 186. ● Implementation of a refined '3-year curriculum pathway' for students who must resit Maths/Eng GCSE to be agreed. Use of EPQ and Core Maths considered. This would mean band 5 funding for two years and then band 4a funding for year 3. Seek to identify industry sponsorship for students. ● New Creative Digital Media course only effective if offered as Diploma BTEC + Ext Cert Computing. This makes Media as the core aim and would result in no additional uplift funding (£800 per student). Required financial decision to ensure best fit qualification for students. Qualification provides offer not available previously and attracting a new profile of student to Ada. ● Core Maths to be promoted as an additional subject option for Extended Diploma Computer Science students. ● EPQ to be promoted by Apprenticeship partners as desirable for programmes. <p>Resolved that the 20/21 Proposed curriculum changes report was received by the Board.</p>	
GOVERNANCE & MANAGEMENT ITEMS		
<p>4.13</p>	<p>Membership Matters The Clerk advised the Board that following the recent board membership committee meeting the following had been proposed for approval by the committee</p> <ol style="list-style-type: none"> 1. Proposed New Chair of Education to be Anna Douglas. The Chair thanked Anna Douglas and also the outgoing chair, Kymberlie Andrew. 2. Role descriptions for Vice Chair(s) and Safeguarding/Prevent governor 3. Standing Orders – amended to include video and teleconferencing and quoracy of Board/committee meetings 4. Code of Ethics – this demonstrates that the college will develop and promote a set of core values relevant to the mission to provide high quality learning opportunities for its learners 5. Policy on Governance Process - covering the composition, size and tenure of the Board. 6. Policy on Governors Succession Planning – to help identify and develop new governors who can replace existing members when they leave the Board. Succession planning increases the availability of experienced and capable governors that are prepared to assume these roles as they become available. 7. Proposed meetings schedule for 2020-2021 – days have been varied to accommodate board and committee members. Education committee pre board meeting one item meeting SAR. <p>Resolved that the above items 1 - 7 were all approved by the Board</p>	
<p>4.14</p>	<p>Committees feedback:</p>	

	<p>a) Capital Project Committee – the report was covered under item 4.9. A chair was still actively being sought.</p> <p>b) Education Committee – minutes were noted</p> <p>c) Audit Committee –minutes were noted</p> <p>The chairs of both Audit and Education committees had provided a verbal brief at the previous board meeting. The minutes of these meetings were presented for noting.</p> <p>Resolved that the Board had received and noted the minutes from both the audit and education the committees</p>	
ANY OTHER BUSINESS		
4.15	<p>Forward agenda items</p> <p>Working group feedback regarding real estate (CEO asked if there were any suggestions to notify him directly).</p>	
4.16	<p>Date and Time of Next Meeting</p> <ul style="list-style-type: none"> • 2 July 2020 at 15.45 to be held at Vallance Road, Whitechapel, or if lockdown is still ongoing via remote participation. 	
	<p>Meeting Closure</p> <p>The meeting closed at 18.10</p>	
	<p>MINUTES of the meeting held on Wednesday 13 May 2020 were agreed and accepted as a true and accurate record and signed by the Chair</p> <p>..... on</p>	