



BOARD MEETING
Broad Lane, Tottenham Hale, N15 4AG
Held Wednesday 2 October 2019 at 15.45 at Broad

**MINUTES of the Meeting of the Board MEETING
held on Wednesday 2 October 2019 at 15.45**

<p>Members present: Nick Wilcock Olga Bonney-Glazik Steve Davies Rachel Jackson Gillian Lancaster Salman Momen Chris Payne Kevin Walsh Mark Smith</p> <p>In attendance Tom Fogden Amy Fowler Stuart Noss Sophie Runcorn Jayshree Shah Tiffany Hall</p> <p>Jacky Gearey</p>	<p>Chair and External Member Staff governor External Member External Member External Member via conference call Co Vice Chair and External Member External Member via conference call CEO</p> <p>Dean Director of External Relations Principal Projects Director and Chief of Staff Finance Director Chair designate</p> <p>Clerk</p>
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Quorum 7 Members

Item No	Topic	Action
	Apologies for Absence	
	Apologies had been received from: <ol style="list-style-type: none"> 1. Zarine Kharas 2. Amal de Alwis 3. Kymberlie Andrew 4. Anna Douglas 	
	Declarations of Interest in agenda items	
	There were no declarations of interest	
1.0	The Chair opened the meeting by welcoming Tiffany Hall who had been proposed as the new Chair designate after the recruitment process over the summer which had been previously agreed at the last Board meeting. The Chair asked the Board members present to introduce themselves. The Chair advised the Board that formal approval for Ms Hall's appointment would be sought under the confidential agenda.	
1.1	Minutes of Previous meeting	
	The Board approved the minutes of the meeting held on 17 July 2019 as an accurate record and the Chair signed the minutes. Resolved that: the minutes were an accurate record of the meeting 17 July 2019 and were signed by the Chair	
1.2	Matters Arising not covered by the agenda	
	19/16 (a) Founding Ambassadors – the Chair advised the Board that the Chair designate Tiffany Hall had agreed to meet with the previous Chairs to discuss the proposal. 19/16 (c) Female Learner recruitment – the Chair requested an update on this – the ELT advised that currently 32% of the apprenticeship were female which was above KPI target, however for the Sixth form the figure had gone down by 18% which was attributable to the number of	Chair designate

	<p>women studying GCSE computer science. The Chair asked for an action plan for the 6th Form at next meeting to address this decline. The Dean explained that the college had no control over apprenticeships as business and employers control this currently. When asked about the apprenticeship achievement table, he explained that the data set was so small no assessment could currently be made. The Board concurred.</p> <p>19/21 Outputs from strategy event – CEO said that he would present a detailed report for the December meeting.</p> <p>19/26 Committee feedback – It was noted that the Chair has asked the Chair of the Education committee to perform a review with all stakeholders to review next year’s objectives and operating model to ensure that the College is best placed for the new academic year.</p> <p>Board self-evaluation - The Chair confirmed that the new Chair would be the lead working with the Clerk.</p> <p>External Chair of the Capital Projects (CPC) committee - the Board said that it would be good practice for him to attend the Board meetings and absence should be by exception only. The Director of Projects to action this for all future Board meetings.</p> <p>There were no other matters arising.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) Founding Ambassadors -Chair designate Tiffany Hall to meet with the previous Chairs to discuss the proposal. (ii) Female Learner recruitment- CEO to provide an action plan to address the drop in recruitment for the 6th form for December Board meeting (iii) Outputs from strategy event – CEO to provide detailed report for December Board meeting (iv) Board self-evaluation – new Chair to lead with Clerk (v) Director of Project to invite external Chair of Capital Project committee to all Board meetings going forward. 	<p>TH</p> <p>CEO</p> <p>CEO</p> <p>TF & Clerk Director of Projects</p>
1.3	<p>Chief Executive’s Overview</p>	
	<p>The CEO briefed the Board on the paper as already read and asked for questions: Board raised the following issues:</p> <ol style="list-style-type: none"> 1. Sixth Form enrolments – the conversion rate was not as high as wanted especially when compared to last year. The Principal replied that that universally it was now the bottom of the demographic dip. However, the Board challenged why this should affect the conversion rate. CEO said that there had been some recent staff changes and not sufficient attention had been paid to enrolments. The Board then questioned the lower value add for A levels which also needed improvement albeit the BTEC was excellent with the College having the best results in the country for computer science. The Principal explained the enrolment process journey for students namely in trying to win hearts and minds. The Board expressed concern that the college was not attracting those students who wanted to be in IT and asked if there were reasons for this. Principal explained there were several reasons why a student might not opt to go to the college ranging from travel and proximity of the college from their home to the wishes of their parents. 2. Sixth form enrolment volumes were disappointing. The CEO said that plans were in place to correct this for next year –see item 1.7. 3. Sixth Form academic results were positive, however detailed analysis highlighted a number of areas for improvement – the CEO said that this would be covered under item 1.7. 4. The long-term home in London – this is covered under item 1.6. 5. The pilot in Manchester – this is covered under item 1.5. <p>Resolved that:</p> <ul style="list-style-type: none"> (i) The CEO’s Executive Overview Report was received by the Board 	
1.4	<p>3 Year Organisation Strategy and KPIs for 2019-2020</p>	
	<p>The CEO explained that the Executive Leadership Team (ELT) have started to focus on a new 3-year strategy for the College, driving clarity in each of the roles using the RACI roles and responsibility assignment matrix and KPIs for 19/29. The Principal said that the college was looking at an ambitious OGSM framework centring on volume and growth that are sustainable and which maintain a high level of quality. The college had educated around 500 students within the last 3 years and was looking to double this over the next three with the aspiration of becoming an outstanding college. There were 5 main strategies encompassing the following:</p> <ul style="list-style-type: none"> (i) Secure building / premises for volume growth 	

	<p>(ii) Grow apprenticeship programme (iii) Grow Sixth form college volumes with outstanding educational outcomes (iv) Establish centre of excellence for driving industry (v) Financial sustainability</p> <p>The CEO said that he would present the action plan at the December Board meeting and that the actions would be the basis of the strategy. The Chair asked if there were any issues for approval and CEO said no. Board wanted to look at some of these issues under business streams namely how interlinked are the sixth form and apprenticeships either by design or evolution especially should the sixth form no longer become viable. CEO confirmed that the college was looking to interlink these more closely and that 2021-22 sixth form numbers were projected to be viable looking at an intake of 220. The Board then asked what was the breakeven and cross funding positions and would this be mitigated by cross funding from the apprenticeship side. The CEO said that this would be part of the strategy. The Chair said that this was a very engaged process and that the feedback was well structured with the involvement of Board members and ELT. The CEO asked for one more session in a month's time before the next Board meeting in December. The Chair agreed and for this Board strategy session to be diarised. The CEO said that he would do this. The Board raised a question about the timing of the College Self-Assessment Report (SAR) and the Principal explained that this would be presented in December for approval and that the Curriculum Intervention Plan (CIP) would be integrated into it and not a separate document / strategy.</p> <p>Resolved that:</p> <p>(i) The 3 Year draft Organisation Strategy and KPIs for 2019-2020 paper was received by the Board (ii) CEO to produce actions plans for December Board meeting (iii) CEO to arrange for one further Board strategy session in November and for this to be diarised.</p>	<p>CEO CEO</p>
1.5	<p>Northern Expansion Update</p>	
	<p>The CEO gave an update on the Manchester pilot last discussed 27 March 2019 saying that there was now clarity of ownership and decision making with the new ELT in place. He provided details of the meetings held, the interest from potential employers, the donated training space and the funding arrangements.</p> <p>The CEO said that the apprenticeship Launchpad training feedback will inform the college and Board if the quality of the existing training was good enough to support expansion to Manchester and if it was then this requires serious consideration and that the recruitment of a regional manager would be required. The CEO reassured the Board that the proposal is as de-risked as possible and that the college could pull out with zero financial and operational risk, in addition salaries would be on fixed term contracts. The Board asked about the industry demand for this provision. The CEO explained that there was a growing digital industry in this area and that there was little completion.</p> <p>The Board expressed concern about the amount of time this would take, the resources needed and the possible impact of doing this and sorting out a new building in London, in addition to the significant challenges involved in operating not only the existing two sites but an additional one. The CEO said that the donated office space in Manchester was largely taken care of and that the team had the capacity to manage the capital programme. The Chair said that the Board needed to be comfortable with several aspects including: the building here, capacity of the SLT and staff management, the management of three sites and the awareness of any reputational risk should this fail. In addition, the FD advised that the college must not underestimate the impact it will have on the sixth form and the shared resources. The Chair said that impact statements need to be made covering for example governance and how the above issues would be mitigated and asked the CEO to bring to the next Board meeting a report on costings, requirements and impact on the apprenticeship programme at Ada south. The Board said that the risk mitigation would be a useful tool when looking at the strategy documents</p> <p>Resolved that:</p> <p>(i) The Northern Expansion Update report was received by the Board (ii) CEO to provide a report on costings and requirements for Norther expansion site (iii) CEO to provide impact statements on the apprenticeship programme at Ada south for the next Board meeting in December.</p>	<p>CEO</p>
1.6	<p>Capital Project Update Report</p>	

	This item was moved to the confidential agenda as it was commercial- in-confidence	
1.7	<p>Sixth Form and Apprenticeships</p> <p>Sixth Form: The Principal briefed the Board on the following:</p> <p>Curriculum model and inefficiencies - the 2019-21 budget has been based on a higher than enrolled student number forecast. Consequently, the budget must be reforecast to reflect realistic student numbers and income. Various cost savings had been identified in the 2019/20 budget including reviewing the teaching hours and the effective use of teaching staff. The Principal advised the Board that course.</p> <p>numbers in all subjects were lower than required with only Computer Science offering a teaching model that offers reasonable efficiency. All A Level courses are below required student numbers to be deemed cost effective/neutral.</p> <p>Student recruitment strategy 2019/20 - this is to refine the current talent spotting process to focus on a mixture of academic performance, interview feedback, identified skills and potential, rather than just GCSE outcomes and interviewer decisions this will also help address the female recruitment issue. The conversion rate from specific schools, postcodes and applicants is below required and it is essential for Ada to have a much clearer brand. Most enrolled students state their main reason for choosing Ada is due to industry partnerships and resulting opportunities. This provides a distinct USP from other sixth form providers.</p> <p>The Board asked how in using this talent spotting was Ada was going to determine who is of the required standard. The Principal explained that looking at the number and average of grades can often show a good work ethic and with the recognition of skills set these can then become the high flyers. It is essential that coding is not seen as the default position to selection and that assessments centres should be held at weekends. The Board agreed that this would be a good idea going forward and asked about the timeline for this Principal said some of this is happening now and other strategies are in development as the college cannot wait. Board asked when were the students applying and Principal gave a broad idea of what happens throughout the academic year. The Board asked about the "tiering" of students and the Principal said that analysis was being done on this and the Board said that may highlight where more effort is needed.</p> <p>2018/19 Academic Outcomes - a detail breakdown of the results included:</p> <ul style="list-style-type: none"> (i) Ada's best results to date - across all A2 subjects, 24% of entries are A*-A (vs 11% 2018), 37% A*-B (vs 34% 2018), and 98% A*-E (vs 91% 2018) (ii) 100% A*-E in all A Level subjects bar one (iii) Increasing rate of high-grade achievement (iv) Strong results picture for the BTEC Computing qualifications (v) Outstanding outcomes for BTEC Computing Diploma, GCSE Maths (vi) Good outcomes for BTEC Computing Extended Diploma, Core Maths, A Level Further Maths, GCSE English (vii) Overall Value Added is lower than expected and remains negative in many subject. Principal explained this area in detail. <p>The Board asked if this information was widely available and Principal confirmed that it was on the government website and then asked if this would have an impact on recruitment. Principal said data was good. Board did agree that outcomes were good, but looked at the challenges ahead namely less money available. Principal said that some efficiencies had less impact and that it was sometimes a case of reallocation of resources. The Board asked what the college was going to do to improve value added. Principal said that could only come from teaching and learning assessment namely getting a better grade. CEO said that 25% of students need focus on improvement and that the majority is above average. Principal said some of the issues were database centred. Board asked about peer to peer recruitment and the conversion rate the Principal said that this is very relevant. The Chair thanked the Principal for the comprehensive reports.</p> <p>Apprenticeships: Recent Outcomes & Update The Dean explained that the apprenticeship programme had now transitioned into a more mature business with effective leadership and teamwork ready for the next Launchpad in October with the largest cohort coming in. This will be a key milestone to demonstrate that the</p>	

	<p>college can deal with the increasing scale by providing good academic performances and positive feedback from apprentices. There was now more focus on processes, systems and reporting to employers which has been beneficial. The Dean provided the following stats:</p> <ul style="list-style-type: none"> (i) Apprenticeship women = 35% (ii) Apprenticeship low income = 30% (iii) Apprenticeship BAME = 38% (iv) 10% of students fail first time on a module but only 2% fail on a second attempt. <p>The Board asked about the numbers and whether they were reliable and the Dean confirmed they were. The Chair thanked the Dean for the report.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) the Reports on Sixth Form covering (a) curriculum model and inefficiencies (b) student recruitment strategy 2019-20 (c)and academic outcomes were received by the Board (ii) the Report on Apprenticeships covering recent outcomes and update was received by the Board <p>ELT left meeting at 17.00 except the FD.</p>	
1.8	<p>Finance Reports</p>	
	<p>The Board approved a full year budget delivering a surplus of £54k. Earnings before interest, tax and depreciation amounted to a surplus of £336k (Prior Forecast: £303k). The improvement was primarily a result of fundraising income from Salesforce of £380k enabling the fundraising target to be exceeded. Total comprehensive Income (post interest, tax and depreciation) amounted to a deficit of £4,355,966. This was due to the exceptional write down of £4,970,653 of Ashley Road costs previously capitalised. At 31st July 2019, the College Group had net assets of £1,266,060). The fall in net assets was due to the write off mentioned above. The year end cash balance amounted to £590,875. £184,805 related to restricted cash for capital (£141,626) and student bursaries (£43,179). £110,000 of the working capital loan (Original loan: £420k) was repaid in June 2019, as per the varied loan agreement. Based on these results, the College will have an 'Outstanding' financial health rating. The annual audit of the financial statements is taking place at present. There have not been any significant areas of concern highlighted by Buzzacott. The 2019-21 Budget approved by the Board in July 2019 is now in operation. The only significant change to the forecast for 2019-20 relates to the reduced 16-19 programme funding arising due to the lower student volumes. The financial impact of this is a funding deficit of £87k for 2019/20. There is currently no change to the costs.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) The Report on the Finances was received by the Board but was not discussed 	
1.9	<p>Organisational Monitoring</p>	
	<p>(a) Top KPIs The September dashboard highlights six red KPIs. These are all areas that are receiving increased attention from the ELT. The achievement and retention rates are low because some of Year 13 students dropped their fourth or additional subject. This is being addressed by being more selective with those who want to take a fourth subject in the new Year 12 cohort. Whilst the number of Sixth Form applications and acceptances were the highest since the College opened and so were not deemed 'red', this did not translate into enrolment numbers and therefore there is significantly less than the expected number of students. This automatically has a financial impact referred to in the strategic risk register. The College staff are looking at improving processes and marketing materials to improve all elements of student recruitment going forward.</p> <p>(b) Key Risks The strategic risk register has been updated and the top-rated risks were highlighted. No risks have been closed off since the last review in July and one new risk has been added: Sixth Form student safety when undertaking activities outside of the College with mitigating actions listed.</p> <p>Resolved that the Organisational Monitoring Report was received by the Board</p>	
1.10	<p>Annual HR Report</p>	

	<p>The Annual HR report detailed the number of college and contractual staff employed as at 31st August 2019. A 2% pay rise was agreed for all members of staff employed prior to 1st February 2019, applicable from 1st September 2019.</p> <p>An internal audit of HR Processes and Procedures was conducted in May/June 2019. Work is currently ongoing to implement the recommendation of the Internal Audit and to enhance the end-to-end HR processes, performance management and documentation.</p> <p>Resolved that the Annual HR Report was received by the Board but not discussed.</p>	
1.11	<p>Annual Health & Safety Report</p> <p>The 2018/2019 Annual Report on Health and Safety management summarised the College performance and the programme of work carried out during the academic year. To further improve the Health and Safety provision at the College, the following activities will be undertaken over the course of 2019/20.</p> <ol style="list-style-type: none"> 1. Review the Health and Safety and associated policies by 31st March 2020. 2. Develop an effective means of tracking and reporting Health and Safety incidents by 31st December 2019. 3. Develop and implement an evacuation and lock down policy for the College sites. <p>Resolved that the Annual Health & Safety Report was received by the Board but not discussed.</p>	
1.12	<p>Board Self Evaluation 2018-19</p> <p>The Chair advised the Board that this would be undertaken by the new Chair with the Clerk.</p>	
1.13	<p>Committee Feedback</p> <ol style="list-style-type: none"> (a) Capital Project Committee – this had been covered under item 1.5. (b) Education committee – the Chair of this committee had sent her apologies. (c) Audit Committee – the minutes were to be approved at the next meeting November 2019. 	
1.14	<p>Confidential Agenda for items 1.14 - 1.16</p>	
1.17	<p>Any Other Business</p> <p>There was no other business.</p>	
1.18	<p>Date of Next meeting:</p> <ol style="list-style-type: none"> 1. 11 December at 15.45 	
1.19	<p>Close of meeting</p> <p>Meeting closed at 18.10</p> <p>The Board thanked the Chair for all his hard work and support of the college.</p>	