

**Minutes of the Meeting of the**

**BOARD**

**held on Wednesday 14 March 2018**

**at 3.45 pm**

**at Broad Lane, Tottenham, N15 4AG**

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| **Present:** | Nick Wilcock *[Vice Chair]* | External Member |
| Steve Davies | External Member |
| Anna Douglas  | External Member |
| Rachel Jackson  | External Member |
| Chris Payne | External Member |
| Andrew Butcher | External Member |
| Mark Smith | CEO |
|  |  |  |
| **In attendance:** | Tom Fogden | Dean |
| Adam RogersHazel Colbe | Vice Principal *[for item 19/03 a & b]*Head of Apprenticeship Programmes *[for item 19/03 a&b]* |
|  | Sophie Runcorn | Strategy and Performance Manager |
|  | Jayshree Shah  | Finance Director *[for item 19/03c]* |
|  |  |  |
| and by remote  | Kevin Walsh | External Member |
| access: | Kalina Bontcheva | External Member |
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| **Apologies** | Tom Ilube *[Chair]*Kym Andrew | External MemberExternal Member |
|  | Sir Rod Aldridge | External Member |
|  |  |  |
| and from: | Gill Winward | Clerk to the Board |
|  | Beth Lackenby | Greater London Authority |
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| **Declarations of Interest:** | Mr Payne declared an interest that his employer (NCG) is part of the consortium of Collab Group (see item 19/10)  |

*In the planned absences of the Chair and Clerk, the Vice Chair assumed the role of Chair of the meeting*

The Vice Chair welcomed Anna Douglas to her first meeting of the Board and made introductions.

|  |  | **Action** |
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| **18/14** | **MINUTES OF THE PREVIOUS MEETING** The minutes of the meeting held on 7 February 2018 were **APPROVED** to be signed by the Vice Chair as an accurate record. |  |
| **18/15** | **MATTERS ARISING** Most actions had been completed or were in hand. Special mention was made of:1. *Item 18/02c) – Business Continuity Plan*: This will be discussed at the July Board meeting.
2. *Item 18/04* – *6th form progression and destinations*: this report was **noted**
 | **MS/****Clerk** |
| **18/16** | **MID YEAR REVIEW OF PERFORMANCE** 1. **Operational update – 6th form and apprenticeships**

*This item was confidential*1. **Finance Report: P6 management accounts and financial reserves policy**

*This item was confidential*1. **Organisational Key KPIs – progress**

The CEO presented this paper on Key Performance Indicators:* Particular issue with attendance, the Principal and Pastoral Support officer have been putting in more effort with the Sixth Form but this is not yielding results. Board noted that we don’t yet know how important attendance is to Ada, whether missing our target is really an issue.
* Board suggested we try different approaches for example incentives like vouchers, that we correlate student results to attendance, and ask industry coaches to encourage attendance.
* Attendance for apprenticeships is also an issue so we send attendance records for each module to employers.
* The volumes of apprentices committed for May and October cohorts have declined. The Board asked for financial forecasts to be based on realistic estimates rather than optimistic targets (in this case 120). The gap is caused by the difference between what employers say they will take and what they do take.
* Currently we are receiving £33k for adult education – but we are not providing this so will likely need to be returned unspent. We do not have capacity to provide adult education at this stage.
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| **18/17** | **QUALITY ASSURANCE AND PREPARING FOR OSTED:**1. **Self-assessment report**

The paper was presented by the Dean, the key discussion points were:* The first self-assessment report (SAR) is the most difficult as it involves putting forward how we want to be measured and what we think is important, essentially who we are as an organisation. Board confirmed that there is no one set way to do a SAR.
* Board suggested that we should have a crisp executive summary as the current document is long, it is also considered too sales-focussed at present.
* Board steer is that the SAR should be helpful for the Board. It is only a starting point for Ofsted, however Ofsted can request the document at any time.
* Board challenged that we are being overly positive in some areas whilst overly critical in other areas. This is because the document was originally written some months ago and reflects the position at this point in time.
* Board suggested that this SAR is ‘closed down’ and that the CIP is the document that is regularly updated. A whole new SAR will then be written next year by November.

**Board requested that the governance is mapped out for this document which would involve approval by the Education Committee (around October/November) then by the Board (January/February), and then can be sent to Ofsted if requested.** **Education committee to propose what the review and update cycle should be for the SAR.****SAR to be version controlled and any changes tracked when presented to future Board meetings.**1. **Continuous Improvement Plan**

Presented by the Dean. Leadership team are reviewing this every other week to track progress against 6-8 week sprint.**Board suggested that the Continuous Improvement Plan (CIP) should be consolidated and reduced in size where possible.** **After it is reduced in size the Board requested success measures should be added to the CIP**1. **Inspection Handbook**

Board recommended members read pages 36-39. | **TF****CP****TF****TF****TF** |
| **18/19** | **ASHLEY ROAD DEVELOPMENT PROJECT** Presented by the Dean. We are due to break ground on the Ashley Road development in May. Key risk points:* Kier are issuing procurement packages to their sub-contractors and there is a risk that these packages in total come in over the new funding envelope (that is subject to final approval from the GLA LEAP on 15th March).
* Valuation – the developer BSD have one final opportunity to value the land being transferred to Ada to ensure they are getting a fair price.

Regarding our immediate space requirement, several options are being considered for apprentices:* Google have offered rent-free space in their Victoria office. This is now going through formal channels. We don’t know how long we would be able to occupy this space and so we are seeking assurance on time period.
* Here East in Stratford but this is expensive
* Berol House – Haringey have offered part of one floor to us and to develop it for free. Expectation is that we would partner with an employability organisation when we are not using it for apprentices. Risk is that it’s not big enough for the expected October apprentice cohort.
* Broad Lane – council have offered an extension our Broad Lane lease to December 2020. We are considering whether we need it for this long and have written to the Council requesting a break clause.

Decision making process on the immediate space requirement may need to be made quickly before Council elections. **It was agreed Nick and Anna would form a small committee to review make decisions on this quickly if required.** | **NW/****AD** |
| **18/20** | **FUNDRAISING STRATEGY**This item was presented by the CEO. We are improving our fundraising strategy, moving away from ‘founding partner’ status and towards a tier-based structure.**A more detailed fundraising update will be provided in the May Board meeting** | **MS** |
| **18/21** | **IMPACT STRATEGY**Strategy and Performance Manager presented this item. Progress that has been made on the impact strategy since the follow-up strategy session on 7th February was outlined including the final deliverables being produced. Board members briefly reviewed the quality metrics put forward that would be considered pre-requisites to further growth. One comment was raised on the teacher recruitment and retention metric, that Ada should strive to be an employer of choice for teachers. **The Board asked for this to be included as a longer item in the May Board agenda** **Board members will be asked to feedback on suggested vision statement, impact goal and quality metrics in own time (via email)** | **GW****SR** |
| **18/22** | **GDPR/CYBER READINESS REPORT**This item was presented by the Dean. Key points:* General Data Protection Regulation (GDPR) comes into force 25th May 2018. The Board suggested we engage an education expert on this.
* Board asked if the College has a data policy. We do not have one overarching policy. As part of GDPR we are reviewing how we meet the various requirements. One issue this has highlighted is unstructured data, that we should not allow personal data in unstructured forms (e.g. on pieces of paper, in free text fields).
* There is an outstanding piece of work to ask all recipients of our industry newsletter if they still wish to receive it.
* Cyber security experts from BAML spent an afternoon at Ada and offered challenge and a number of recommendations to Network Manager.

**A paper** **on all facets of GDPR is to be presented at May Board meeting** **Chris Payne to put Jayshree in touch with contacts at NCG who are dealing with GDPR** | **TF****CP** |
| **18/23** | **FE COMMISSIONER’S VISIT**We had a successful visit from the FE Commissioner in February, the final report, which is positive, has been issued to DfE and GLA. |  |
| **18/24** | **CHIEF EXECUTIVE’S REPORT** One further point was raised by the CEO for Board awareness:Collab Group has proposed a consortium to create a National College for Digital to help employers improve digital skills. This is a concern due to the similarity of name. It was raised that the Department for Education may be able to apply pressure on using the ‘National College’ name but confirmed this is not a trademark. |  |
| **18/25** | **OTHER COMMITTEE REPORTS/FEEDBACK***Audit* *Committee – meeting on 14.3.18*The majority of the key points from this meeting were covered in 19/03b Finance report. The only addition being that the committee has asked auditors Buzzacott to do detailed work on certain areas including cash flow. |  |
| **18/26** | **CHAIR APPOINTMENT – UPDATE*** Advertisement for Chair role has been published and we have secured pro bono support from Alexander Mann Solutions (through Deloitte). Senior person from AMS is doing initial screening calls and specific headhunting calls to individuals.
* Channels that are being used to advertise the role have been circulated to Board members.
* Applications close 23rd March, only a few applications received so far. Board members requested to share the advert as widely as possible.
* Interviews will be in April and a recommendation will be taken to 16th May Board meeting
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| **18/27** | **SECTOR UPDATE – INSOLVENCY REGIME**This item was deferred to a later Board meeting.  |  |
| **18/28** | **ANY OTHER URGENT BUSINESS**There was no further business |  |
|  | **Declaration of any further items to be treated as confidential:** There were no items to be so declared. |  |
|  | **Date of Next Meeting:** Scheduled for 16 May at 3.45pm |  |

**Confirmed as an accurate record:**

**Signed…………………………………………………………………………………..**

*(Chair)*

**Date………………………………………………………………………………………**