

## GOVERNING BODY

### Minutes of the meeting of the full Governing Body held at Gearies Headquarters on Thursday 28 September 2017 at 6.00pm

**PRESENT:** Margaret Partridge (Chair), Deanna Clarke (Vice-Chair), Kathleen Atkins, Indu Barot, Councillor Stuart Bellwood, Joni Cunningham, Lorraine Duff-Smith, Olive Hamilton-Andrews, David O'Donoghue, Mo Rahee and Councillor Joyce Ryan.

**Also in attendance:** Janis Lane, Clerk to Governors.

**456. APOLOGIES for absence** were received and accepted from Councillor Anne Sachs due to her Council commitment to attend a Local Authority meeting.

**457. DECLARATIONS OF INTEREST** – there were none. All Governors present completed a Pecuniary Interest Declaration Form for the new academic year. Pecuniary interest form from Anne Sachs still outstanding.

#### **458. ELECTION OF CHAIR AND VICE-CHAIR FOR THE GOVERNING BODY**

Governors considered nominations for Chair and Vice Chair of the Governing Body for term of office for the year from September 2017 until the first meeting of the Governing Body in the Autumn Term 2018. Margaret Partridge was nominated as Chair by Kathleen Atkins and seconded by Deanna Clarke. Deanna Clarke was nominated as Vice -Chair by Kathleen Atkins and seconded by Lorraine Duff-Smith.

#### **ACTION:**

- (i)** Margaret Partridge was appointed as Chair for the year.
- (ii)** Deanna Clarke was appointed as Vice-Chair for the year.

**459. MINUTES** of the meeting held on 6 July 2017 were confirmed and signed by the Chair.

#### **460. REMUNERATION PANEL (Matter Arising: minute 446 refers)**

Governors were updated that the Remuneration Panel had met on 12 September 2017 to consider the outcome of the Review and proposals. The offer had been accepted by UCU and communicated to the membership verbally and was now to be confirmed in writing. The Principal would be reporting further to the Staffing Committee at the next meeting.

**461. STRATEGIC PLAN 2015-2018: REVIEW OF KPI'S (Matter Arising: minute 450 refers)**

Governors asked of further progress made in establishing the Learner Ambassador role across the Service and were informed that recruitment for the new academic year would soon be underway for Learning Ambassadors and there had been expressions of interest. Governors

asked whether there was a code of conduct for this role to ensure individuals acted appropriately and the Principal responded that individuals would be expected to comply with Institute policies and procedures but nothing specific to the role and the Principal would look at this further. Governors also noted feedback from Learners indicated an added value of being a learning ambassador. Some students had included this on their personal CV and had been seen favourably in their job application. Governors also referred to 'Learner of the Month' and wanted to know how this was managed and monitored. The Principal responded that there was clear criteria and subject to nominations by tutors.

**462. PROJECT REPORTS – LEARNING IN MIND PHASE 2 (Matter Arising: minute 451 refers)**

Further to the progress report in July 2017, the Principal updated Governors that her meeting with Jules Pipe, the Deputy Mayor (Planning, Regeneration & Skills) had taken place as planned with the presentation and information forwarded as requested and the Principal had done all possible to raise the importance of Community Learning and Mental Health project work. The Principal had also attended the Local London Committee meeting to review the Local London Programme and Skills Strategy and Governors had received the draft document for information which was considered further in a later agenda item on funding (minute 469 refers). Governors were of the view that the draft document had a notable absence of the role of learning/impact of improving Health and Wellbeing. Governors further asked of progress with local impact in this respect and referrals by CCG (Clinical Commissioning Group) and the Principal updated that further work had been done and the Institute was hosting another course in partnership with NELFT (North East London NHS Foundation Trust) for training development and currently working with a 2<sup>nd</sup> cohort of trainers.

**463. MARKETING CO-ORDINATOR (Matter Arising: minute 452 refers)**

Governors noted that the Marketing Co-ordinator had not been able to attend the meeting of the full Governing Body, as requested, due to the significant amount of marketing work being undertaken including crucial work currently on the website. Governors recognised the amount of work undertaken and how this had impacted on developing links with the community and Borough events and also evident in the leaflets/publications, including the Prospectus and the Welcome leaflet. Governors looked forward to the Marketing Co-ordinator attending a future meeting and extended their appreciation for the work being done.

**464. POLICIES (Matter Arising: minute 453 refers)**

**Equal Opportunities** – Governors noted that a revised Equality & Diversity Implementation Plan had not yet been finalised and would be reported to the next meeting of the full Governing Body.

**ACTION:** a revised Equality & Diversity Implementation Plan to be considered at the next meeting of the Governing Body.

**External Visits Policy** – Governors had previously noted that there had been 15 external visits this academic year compared to 7 visits last year and again commended this. Governors requested a list detailing the 15 visits and the Principal would forward this to Governors for information.

**ACTION:** The Principal to provide a summary list of visits for Governors.

#### 465. GOVERNOR ATTENDANCE 2016/17

Governors discussed attendance for the full academic year 2016/17 at Full Governing Body meetings and Sub-Committees and noted that average attendance had been sustained at 85% overall (2015/16 was 85% and 2015/16 was 80%). Some Governors had attended a number of Remuneration Panel meetings and Governors had also attended many other events and these were not included in the Attendance Report. Governors representing the Local Authority were not able to attend all Governing Body meetings that they were members of as there were clashes with dates of Council meetings even though the Institute schedule had tried to avoid the same dates. Councillor Joyce Ryan raised that her overall record of attendance had been impacted solely due to a clash of having to attend a Council meeting and this similarly would affect her attendance at the next meetings of Staffing and F&GP committees. Governors thought that, in the circumstances, other ways of reporting attendance could be considered. Governors recognised the importance of attendance and also raised the importance of quality of contribution at meetings of which they were committed to. The Chair thanked all Governors for their excellent attendance.

**ACTION:**

- (i) noted the attendance as reported
- (ii) the Principal would look at options to report attendance
- (iii) attendance at key events was to be reported in 2017/18.

#### 466. MEMBERSHIP OF SUB-COMMITTEES 2017/18

Governors received the updated Committee Membership and Terms of Office. Governors had, at the full Governing Body meeting in July 2017, considered allocation to Committees for the year 2017/18 and the skills and knowledge that could be best used within the Committees. Governors present confirmed the allocation as reported.

**ACTION:** Governors

- (i) confirmed the allocation to Committees for 2017/18
- (ii) would continue to keep committee membership under review.

#### **467. LINK GOVERNOR ARRANGEMENTS 2017/18**

Governors received the model of Link Governor Activities, details for Link Governors to link areas with the relevant Link Senior Manager, including contact details, and also Guidance Notes for Learning Walks. The link areas in Adult Skills, Community Learning and Learning Support had been linked with areas that matched Governors' expertise and or interest and Governors had confirmed their respective curriculum and learning support links for 2017/18 at the last meeting of the Governing Body. Governors referred to themes for the year that included developing opportunities and embedding English and Maths; Safeguarding; and feeling safe in the classroom. Participation would include a minimum of one Learning Walk, one Performance Review Board and also support for other curriculum based activities and award ceremonies. The Chair asked Governors if they were still acceptable of the link roles as proposed and all Governors present agreed that they were. Deanna Clarke raised that she would like to meet with Head of Learning Support. Arrangements for link governor activity would be made with the curriculum or business support manager with responsibility for the area. Governors discussed the link area of 'Student Services' and that this should include IAG as well as Learning Support (Deanna Clarke) and also a new link to Professional Development (David O'Donoghue). In relation to the model of Link Governor Activities, Governors asked of progress regarding 'Championing provision and fostering relationships with businesses and the community to the Curriculum Area'. The Principal responded that contacts given to the Governing Body and the Principal had been followed up and Governors recognised the importance of signposting and promoting the Institute as far as they possibly could. Furthermore, in relation to 'Feedback at Governing Body meetings' it was suggested that there could be opportunities in the agenda for Governors to give their individual feedback. Governors were fully aware of their responsibilities and requested a copy of their job description as a reminder and the Principal would resend to Governors. Governors reviewed Link Governor Activities in 2016/17 and noted feedback from staff that was largely positive and also noted issues raised. Governors felt that staff could be more proactive asking Governors to do more, for example, presentations at events. Governors emphasised how they valued Learning Walks.

At the meeting Governors discussed, in groups, the Link Governor Role 2017/18 reviewing what had worked well, what could be improved, and areas for implementation in 2017/18. Governors feedback in relation to improvement included learners were sometimes hesitant in the presence of Governors and this may be improved with more information for students about Governors coming into class as part of the Learning Walk; there could also be a more in depth briefing for Governors prior to the Learning Walk and debrief afterwards. In relation to what went well Governors thought developing relationships with students and staff had been key and would like regular termly dates for Learning Walks. The feedback would be recorded and added to the Governing Body minutes and the Principal would look at implementation of improvements from feedback. The Principal informed Governors that the same exercise had been carried out by staff and feedback included that Governors were caring and staff felt valued by Governors. Arrangements for Learning Walks had not always been easy due to availability and timing. Observation Plans were due shortly so Governors could expect contact soon and this could help with availability. Governors discussed Learning Walks in a wider

context including events, such as the ESOL project ceremony event last April, where they could actively seek feedback, rather than just attend the event, and link to the project. Governors would explore this in relation to their link areas in discussion with the Senior Link Manager.

**ACTION:**

- (i) confirmed curriculum/learning support and Governor Links and to include areas of IAG and Professional Development in the Link Area of Student Services
- (ii) approved key performance indicators for link activity; completion of minimum one Learning Walk and one Performance Review Board annually
- (iii) to review the link governor process.

Lorraine Duff-Smith left the meeting due to a personal matter of emergency.

#### **468. ENROLMENTS 2017/18 & PROVISIONAL ACHIEVEMENT FOR 2016/17**

Governors considered enrolments to date for the academic year 2017/18 and were pleased with the 2,620 enrolments compared to the same period previous year (2,515). In relation to Community Learning the overall retention and achievement were consistent with previous year performance. Adult Skills provision still had outstanding achievement results to be entered; overall retention across all provision had improved at 94.3% (previously 93.8%); and there had been outstanding improvement in the GCSE English and Maths grade 9-4 results and Governors commended this. Governors asked for further information on the progress of outstanding achievement results and the Principal responded there were in the region of 60 outstanding reports and that as soon as achievement confirmed individual learner records would be updated. The Principal further informed that the number of early enrolments had been the best ever and could be attributed to the good organised system of early IAG sessions processing as well as marketing; enrolment on Community Learning was very strong with bigger class sizes and Governors were pleased with this. Governors questioned why the Community Learning enrolments had referred to pottery and mosaics but not specifically referred to Arts and the Principal responded that although Arts was not indicated there were good numbers, but these specific areas were performing well. Governors noted Level 2 had done very well and commended this and the Principal informed that there were some patchy areas on Level 2 and some difficulties with staff resignations. In response to Governors, the Principal confirmed that there were a variety of reasons for staff leaving. There had been particular difficulties where newly recruited staff had resigned such as two new tutors who had left due to personal reasons and was difficult to further recruit at short notice. Two tutors had been recruited, as agreed, to replace the bookkeeping tutor and the resignation of one of these had caused further complication. Governors asked of impact and whether some courses were not running and the Principal responded that some programmes had been deferred due to numbers and affected some levels and the Principal was looking at this with the Assistant Principal, Adult Skills. In response to Governors, the Principal informed that retention issues could possibly be the reason for the drop in Level 3. Governors noted that all GCSE English courses had been filled but the number of learners eligible for the GCSE Maths had dropped this year and questioned reasons for this. The Principal responded that this was a national problem to the extent of 7% drop and providers were being asked for feedback. Governors also

anticipated that there could be a link with rising employment where individuals were not free or needing to take GCSE's.

Governors commended the excellent Maths and English GCSE results and was clear that all work and measures in place at the Institute had contributed to this. Governors also commended 2 students who had gained grade 9 equivalent to A\*\* in Maths.

Governors noted the launch of a new Employability Hub, to replace the Work Club previously delivered through WorkRedbridge who were no longer able to deliver the service, and as a result Governors expected to see enrolments rise in employability skills. In response to Governors, the Principal confirmed that there was no extra funding for this but the Institute would manage this in a way to register enrolments and set up as community learning provision. The Institute was also supporting this as part of the Working in Mind DWP Project. Governors commended the Employability Hub leaflet that had been produced by the Marketing Co-ordinator. Governors asked if 'Sophia Hub' was associated with the Employability Hub and informed that Sophia Hub had now vacated their physical space at the Institute used which they used as an office but the Institute had indicated future support may be given to them similarly with accommodation if they hold an Enterprise Club at the Institute but Sophia Hub had not yet pursued this.

**ACTION:** Governors:

- (i) commended the improvements made in both GCSE English and Maths 9-4 results
- (ii) would consider the 2016/2017 course performance in the Performance Review Boards that was to be scheduled for November/December 2017 to validate the Self-Assessment 2015/16 Report.

**469. TRANSITIONAL GRANT FUNDING & DEVOLUTION OF SKILLS FUNDING**

The Principal reported the up to date position and progress regarding Transitional Grant Funding and Devolution of Skills Funding. The Government was due to devolve the Adult Education Budget (AEB) to the Mayor from 2019/20 onwards; the GLA was working with Boroughs, sub-regional partnerships and other stakeholders to develop the Mayor's London and Skills Employment Strategy due to be published in March/April 2018 ; each of the 4 sub regions, including Local London sub-region, were required to form a Skills and Employment Board and to submit a sub-regional Skills and Employment Plan to the GLA in September 2017 to inform and be part of the Skills and Employment Strategy being produced by the Mayor; London Councils had commissioned FE Associates to carry out a further review of the Pan London ACL services in July 2017 where an interim report was published in August 2017 and a final report expected in October 2017 and this was due to be considered by London Councils on 14 November 2017; Redbridge as part of the East and South East London sub-region and with partners had commissioned 'Change that Matters' to work on a Transitional Grant project and the Principal was chairing the Project Steering Group.

Governors noted that consultation on the London Skills and Employment Plan was expected to

start in November 2017 for 4-6 weeks and not start in October 2017 as intended. Governors thought the timescale for this was tight and were interested in the complexity of what was going on. The Local London group was about to establish a Skills Strategy Group chaired by

Councillor Rodwell (Barking & Dagenham) and would be an influential group relative to decisions on devolvement of the funding. Governors also noted that, further to the ACL Pan London Review December 2016 with 13 recommendations of which Governors were fully aware, the findings in the interim report published last August were not dissimilar to the previous report but the second phase was now in place involving individual provider visits and data updates. It was expected that the final report in October 2017 would be considered by London Council in time for GLA report going out to consultation.

Governors were of the view, as discussed previously (minute 462 refers) that the Local London Skills Strategy draft document September 2017 had minimal reference to Health and Wellbeing, was very focused on hard skills and also setting up structures and all this would take time and financial resources. Governors recognised the value of the Transitional Grant Project and the 6 key tasks identified for the project, and the value of the Principal chairing the Project Steering Group. This would also raise the profile of the Institute and Governors were aware that this took up a lot of the Principal's time.

Governors emphasised how difficult it must be keeping on top of the developments and requirements involved but necessary to maintain, particularly as funds would not be made direct to the Institute from 2019/20 and the impact of this. Governors considered that Geoff Draper, Interim Skills Programme Manager at Local London, should visit the Institute to discuss local skills needs and priorities and the role of the Local London Skills and Employment Board.

**ACTION:**

- (i) Governors noted the Report
- (ii) the Chair of Governors to invite Geoff Draper to visit the Institute as proposed.

**470. SELF-ASSESSMENT OF GOVERNANCE**

Governors discussed the Governors' Conference held in July 2017 that was based on 'From Good to Outstanding'. Governors had started the process of evaluating performance. Governors discussed approaches to the self-assessment and the rationale for the Governing Body to evaluate its performance. The Governance SAR was to be produced in the same way as that of the whole Institute of which it would be part. It would contain the evaluation of performance against criteria for outstanding governance with supporting evidence and associated action plan. Governors discussed factors that the Governance Quality Improvement Plan (QIP) arising out of the self-assessment process would include. Governors agreed that a group of Governors should be set up to progress the self-assessment and it was agreed that members of the task group would be Deanna Clarke, Joni Cunningham, Olive Hamilton-Andrews, David O'Donoghue and Margaret Partridge.

Governors discussed the Walsall College case study 'Walsall College is an Outstanding College – what can the governance community learn from their experience' very interesting. Governors

thought the Institute was comparable but noticed reference to a Student Conference and the Principal confirmed that this was similar to the Institute’s Teaching and Learning Conference. Governors discussed preparation for inspection, that could be expected in the very near future, and received information produced by the Association of Colleges. The Principal would look at organising some mock interviews.

**ACTION:** A Task and Finish group of Governors set up as agreed to complete the Self-Assessment of Governance and apply for support of a National Leader of Governance (NLG) when year 2 of the scheme opens.

**471. APPRENTICESHIP LEVY**

Governors had previously requested more detailed information regarding the Apprenticeship Levy and the Principal outlined the current scheme. The main points noted were that the Apprenticeship Levy was only applicable to employers with staffing costs of £3 million and there was incentive for Levied Employers (employers that pay into the Levy) and a 10% government top up where applicable. Levied employers were required to select a training provider from an approved list of providers (ROATP) and the employer must be registered with the Digital Allocation Service (DAS) that provided a digital account. A new funding system had been in place since May 2017 where 20% of the total cost would be held back for the ‘end point assessment’ that would be carried out by a different provider. Non-levied employers would pay the provider directly. The Principal outlined the different Provisional Funding Bands as every apprentice would be placed in a funding band. Employers could negotiate the best price for training they required. Governors thought the scheme appeared very complex/complicated, whereby a lot of management was involved with the scheme and very labour intensive. In response to Governors regarding responsibility for monitoring, the Principal responded that as far as the Institute was involved with the Apprenticeship scheme the Institute’s financial checks and audits would cover the Institute’s responsibility. A non-levy employer would be expected to pay 10% of the cost of the apprenticeship in relation to the relevant funding band and the Institute would be required to evidence that this fee had been collected from the employer otherwise would impact on funding to the Institute. Governors asked of any other funding and informed that there may be some extra support for vulnerable groups and a small sum of funding (£471 per student) may be available for English and Maths training.

**ACTION:** Governors extended their appreciation of the information from the Principal who would send copies of the presentation to Governors for information.

**472. FUTURE MEETINGS**

Governors noted that the next meeting of the Governing Body would be held on:  
**Thursday 7 December 2017 at 6.00pm to 8.00pm at Gearies**  
**Meeting closed 8.10 pm.**

Chair..... Date.....