

## GOVERNING BODY

### Minutes of the meeting of the full Governing Body held at Gearies Headquarters on Thursday 7 December 2017 at 6.00pm

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

**Also in attendance:** Kevin Finnigan attending in his role as National Leader of Governance, Loubna Zghari, Marketing Co-ordinator, attending for minute 475, Paul Smith, Facilities Manager, attending for minute 483 Janis Lane, Clerk to Governors.

**473. APOLOGIES for absence** were received and accepted from Indu Barot who was out of the country. Apologies were accepted from Councillor Anne Sachs for having to leave the meeting from minute 487(b) to attend another meeting.

**474. DECLARATIONS OF INTEREST** – there were none. All Governors had completed a Pecuniary Interest Declaration Form for the new academic year.

#### **475. MARKETING - PRESENTATION BY THE MARKETING CO-ORDINATOR**

Governors were pleased to welcome Loubna Zghari, Marketing Co-ordinator, to the meeting. The progress and development of the Co-ordinator role by Loubna had already been acknowledged by Governors who were presented with more information on work and activities that had been taking place. The main areas of development included the Prospectus; Advertising; Editorials; Website; Social Media; Events; and Next Steps.

**Prospectus** – Governors were impressed with the impact of the current prospectus where 13,000 copies had been distributed in June 2017 across a good spread of 50 locations in the Borough.

**Advertising** – included mainly Ilford Recorder, Redbridge Life, South Woodford Village Gazette, Wanstead & Woodford Gazette and specific times were targeted to maximise publicity and enrolments. Governors asked whether the Woodford Recorder would be another option and the Marketing Co-ordinator responded that this was a relatively expensive media and the area could be covered by other media used including the Ilford Recorder which also covered the Woodford area.

**Editorials** – examples were given and new initiatives, such as the Wanstead Makers Market. Governors commended these and that they also demonstrated learner achievements.

**Website** – the new website design was more user friendly and could be used on mobile devices for easier navigation.

**Social Media** – there were a higher number of 'hits' this year that doubled the reach and was a good indication of users liking what was posted and furthermore shared with others. Users included the Redbridge Chums & Mums group that had 7000 people in the group and this was a

good opportunity for sharing with others and also free advertising for the Institute. Governors noted with interest that the Institute had received a £30 voucher from Facebook and this had enabled sponsored posts to reach 8000 new users on Facebook, also indicated that the older age group was using Facebook and the Marketing Team were using the voucher to trial what worked best. Twitter was less used than Facebook but good for collaboration with key partners and to build up reach and coverage such as with the recent Festival of Learning and the current 'This is Redbridge' campaign.

**Events** – Governors received and commended the year planner for 2018/19 outlining key events and activities for marketing and promotional work throughout the year. Governors, as discussed, were impressed with the 'Wanstead Makers' Market,' that had been held on two previous dates and another one arranged for next Saturday, as these supported learners' progression and achievements. The events provided opportunity to build business promoting this for individuals and at the same time promotion for the Institute. The Family Learning Festival held in house and events at other external venues were commended.

**Next Steps** – an updated current prospectus was being produced for early Spring 2018 and a new prospectus for the next academic year would be produced in June 2018; the second phase of the new website would develop with the potential for on line enrolments; continue with best use of social media and other areas such as Instagram for the Art Gallery; better use of key partners' promotional material such as RCVS; and improved cohesiveness for marketing across the Institute.

Governors asked if, across the whole, there was a more effective method for promoting interest and enrolments and the Marketing Co-ordinator responded that all elements played an important part as different events and activities were relevant to different people and all combined effectively overall. Governors related to the increase in numbers of enrolments, particularly in Arts, and subsequently increased income and the maintained increased number of enrolments of 250 average each month, where improved marketing had a definite impact. Governors referred to reaching learners in deprived wards, as discussed in PRB's, and asked what the Marketing Team was doing to reach individuals in these areas. The Marketing Co-ordinator responded that they were currently looking at this and that more hands on and face to face contact was expected to be a better way rather than social media in this respect. Governors recognised how hard it was to reach these individuals.

Governors were immensely impressed with the huge amount of work and development that had taken place particularly improved quality and cohesiveness; demonstrating and transforming improved enrolments; impact of the new website; and also events held and those planned for 2018/19. Governors commended, thanked and congratulated the Marketing Co-ordinator and were impressed with the outcomes that were a wonderful start to be built on next year. Governors were furthermore impressed how she had grasped the whole purpose, process and direction of the Institute in such a short time from her appointment and clearly made a huge impact. Governors asked if there was anything further they could do and the Marketing Co-ordinator responded that she would come back with any ideas but crucially Governors had supported and attended events that was really valuable for individuals and the Institute and continuation of this would have further impact.

**476. MINUTES** of the meeting held on 28 September 2017 were confirmed and signed by the Chair.

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

Governors asked of developments regarding the Learner Forum including a code of practice and the Learning Ambassador role. The Principal responded that a new Learner Forum was in place and they had established ground rules and a positive contribution from that group was expected next term including the Learner Ambassador role. Governors asked of application criteria for the role and informed that this was open to all individuals to apply through the Learner Forum to ensure their understanding of the role and expected commitment. Governors were pleased to hear that a learner had indicated appreciation of being given learner voice through the Forum.

**478. TRANSITIONAL GRANT FUNDING & DEVOLUTION OF SKILLS FUNDING  
(Matter Arising: minute 469 refers)**

Governors had, at the last meeting, agreed to invite Geoff Draper, Interim Skills Programme Manager at Local London, to visit the Institute to discuss local skills needs and priorities and the role of the Local London Skills and Employment Board. In response to Governors, the Principal confirmed that this had been addressed at a meeting of the Sub-Regional Stakeholder Group, of which the Chair of Governors was a stakeholder. In attending this meeting the Chair and Principal had the opportunity to discuss and give feedback to Geoff Draper who was also in attendance regarding the draft London Skills Plan.

**479. MEMBERSHIP**

Governors noted that Lorraine Duff-Smith's term of office as Staff Governor was due to expire in December 2017. Governors thanked Lorraine for her constructive and important input and furthermore presented her with the Staff Member of the Month Award. Nominations for election would be sought for replacement of Staff Governor.

**480. UNCONFIRMED MINUTES OF MOP COMMITTEE 7 NOVEMBER 2017**

Governors received the unconfirmed minutes and in relation to Enrolments 2017/18 (minute 890 refers) were informed by the Principal that a report on the Funded Value Forecast for 2017/18 was in progress and would be reported to Governors when finalised.

**ACTION:** Governors

- (i) noted the unconfirmed minutes of MOP Committee
- (ii) to receive a report on the Funded Value Forecast for 2017/18 when finalised.

**481. UNCONFIRMED MINUTES OF STAFFING COMMITTEE 22 NOVEMBER 2017**

Governors received the unconfirmed minutes and discussed the Outcome of Review of the Adult Education Salary Spine for Staff on the LBR Adult Education Teaching & Educational Management Contract (Staffing Committee Confidential Minute 378 refers).

As this was a confidential matter Lorraine Duff-Smith left the meeting for this item to be discussed – see Appendix 1 to the full Governing Body minutes.

**482. UNCONFIRMED MINUTES OF F&GP COMMITTEE 22 NOVEMBER 2017**

Governors received the unconfirmed minutes and made the following observations:

- (a) Car Park & Parking (minute 904 refers)** – Governors asked whether actions had resolved safety issues and in relation to the School using the car park. The Principal confirmed that there had been compliments from students about better use of the car park and also positive feedback about charges.
- (b) Budget 2017/18 Performance To Date (minute 906 refers)** – Governors were pleased to note that the predicted year end position was still a balanced budget and potential carry forward balance around £160,000.
- (c) RISE Project (minute 906 refers)** – In considering Budget 2017/18 Performance to date, Governors agreed, as had MOP Committee, that withdrawal from the RISE project was the best option due to the excessive demands of data and information from the Funders resulting in the project not being financially viable and cost effective for the Institute to meet. Withdrawal was disappointing but it was clear that the Institute could not provide evidence to meet the Funder’s audit requirements, particularly payroll information. In response to Governors, the Principal confirmed that Renaisi, the prime contractor, had responded to the Principal regarding points raised on reasons for withdrawal and indicated that they understood the rationale for withdrawal and they hoped to work with the Institute in the future in other projects.
- (d) Financial Assessment/Internal Financial Control/ Risk Register (minute 907 refers)** – Governors noted the changes to the current risk register and impact, particularly that relating to Devolution of Funding and implementation of recommendations following the Area Reviews that could lead to reduced Adult Skills funding. Some impact modelling had been undertaken by the GLA. The Principal further informed that there was potential for losing as much as 50% funding based on the needs of deprived neighbourhoods where there was greater need in some neighbouring boroughs who would receive more funding if this model was adopted. Governors noted this and that the GLA would be determining the level of future funding distribution.

**ACTION:** Governors

- (i)** noted the unconfirmed minutes of F&GP Committee
- (ii)** agreed withdrawal from the RISE project.

#### **483. IMPERO SOFTWARE (E-SAFETY) – PRESENTATION BY THE FACILITIES MANAGER**

Paul Smith, Facilities Manager and Health & Safety Co-ordinator, was welcomed to the meeting. In December 2016 F&GP Governors had considered e-Safety and although adequate Firewalls were in place there was more to be done in respect of individual accessibility to sites and a system to track and monitor this. The Institute had further researched this and had resulted in the purchase of the Impero Software for more robust monitoring and raising alerts where needed and was expected to 'go live' at the beginning of the Spring term. The Facilities Manager demonstrated the system for Governors and he was monitoring this daily where alerts were raised and this had included picking up on terms used in text but not resulting in any concerns. In response to Governors, it was confirmed that this did not block the individual only raised an alert; the individual would not be able to access barred or blocked sites and attempts to access these would be flagged up; all tutors were aware of the Impero software in place; and that an accessibility protocol was being established. The Facilities Manager further confirmed that, on the Teacher Network, students had to agree (or not agree) terms and conditions to be able to go on line and this further safeguarded the learner. Governors noted that this did not currently apply to the Staff Network as was a different situation to students where Staff had to login with user name and was easier to track /block. Governors related to the Data Protection Act and the need to get monitoring and protocols right including controls and notifications around access and use of data and mitigating risk in breach of confidentiality. Governors were reassured by the Facilities Manager's response that the new software fulfilled needs/expectations and there were other benefits so cost effective.

#### **484. SELF-ASSESSMENT REPORT 2016/17**

Performance Review Boards for all curriculum areas, learning support and CPD had taken place in November 2017 and Link Governors had also attended as well as external critical friends acting as peer reviewers. PRB's had considered area self-assessment reports based on how well Ofsted Report March 2015 recommendations had been addressed; progress on quality improvement plans 2016/17; and identification of emerging issues. In most areas Link Governors had completed Learning Walks prior to the PRB meeting and these were outlined in the Report. Governors noted that the Performance Review Area English/ESOL should also have noted that Lorraine Duff-Smith had attended as a Link Governor as well as Mo Rahee. All curriculum areas had been confirmed as Good with teaching, learning and assessment and outcomes for learners both judged to be outstanding in English/ESOL provision. Governors noted that PRB's for Leadership & Management and subcontractor RCVS were yet to be done. Governors considered the Summary Self-Assessment Report 2016/17 for each area that confirmed strengths and areas for improvement as scrutinised by PRB's. Governors considered the proposed grades and judgements for 2016/17. Governors commended the Summary Report for being clear and concise. The full Self-Assessment 2016/17 Report would be sent to Ofsted at the end of December 2017 and subsequently to the Governing Body.

Governors recognised the importance of the self-assessment process, particularly quality of service, and in the context of accurate assessment. Governors discussed this further, together with feedback from Kevin Finnigan (National Leader of Governance), and this included

Governors' having clear understanding and knowledge of grades and their assessment. Arrangements for Governance indicated outstanding practice and would include content and quality of meetings and how delivering outstanding service for learners. Governors asked whether there was any more that could be done to be ready for change. The Principal responded that change would happen as funding was devolved across the 4 sub-region groups and Governance models were being looked at that would take effect following 2019 and maintaining Governors' vigilance and presence was important. Governors discussed current local changes in the Borough and the effects of these on the Institute including the Principal being accountable to the Director of Place as well as the Chair of Governors. There were links with Redbridge Culture & Leisure Trust and Libraries Service including Reading Schemes on Family Learning programmes and the Community Garden that provided for Moderate Mental Ill Health Learners. Governors reiterated the need to further embed future links with LBR and that did not duplicate Institute provision. Governors wanted to ensure operating at a strategic level through those relationships in that working together had strengths and oversight on Institute quality of delivery. The Principal confirmed that current working relationships were complementary rather than competitive.

The Summary Assessment in relation to 'Outcomes for Learners' was yet to be agreed but the Principal informed Governors of two days of internal review taking place this week and outcomes for learners would be benchmarked against those of Sutton College and it was possible that this could result in being 'Outstanding'. In relation to the 'Arrangements for Safeguarding', Governors asked whether the critical incident work in progress could move the assessment higher from effective and the Principal responded that the outcome would only be judged effective, or not effective. Regarding the section 'Independent Living and Leisure Skills – this area is good because (page 11)' Governors questioned what Learners benefitted from in terms of 'personal' and the Principal would check this and amend.

**ACTION:** Governors agreed

- (i) approval of the Self-Assessment judgements for 2016/17
- (ii) to receive progress reports on the Quality Improvement Plans in the Spring Term 2018
- (iii) the Principal to review point 5 on page 6 of the Summary Self-Assessment Report to review links with LBR to strategic level and how embedded with Council priorities
- (iv) the Principal to amend point on page 11 regarding 'personal' as discussed.

#### **485. REVISED SAFEGUARDING POLICY & PREVENT RISK ASSESSMENT REVIEW**

Governors considered the proposed changes to the Safeguarding Policy to incorporate necessary revisions. Governors noted the Prevent Duty risk assessment had been updated following the November PRB's feedback from the Health & Safety Forum and that a revised Prevent Action Plan with key actions, identified key staff responsibilities and impact measures was being developed. As discussed previously, there had been progress in information sharing protocols and contacts and links provided by Governors had been followed up. In response to Governors it was confirmed that good progress had been made with e-Safety including the support of Digital Learning Leaders (DLL's) alongside the internal review this week. Governors noted the area for development of arrangements to protect staff and learners in the event of a

terror attack and that the Met Police Counter Terrorism Argus Project team would be providing training for staff on 13 December 2017 and Governors were invited to attend. Governors noted that feedback from crime statistics in the Borough indicated acid attacks, funding of terrorism and under reporting crimes on line were the main issues in Redbridge. Governors expected Ofsted to look at critical attacks and how they would be dealt with. Governors referred to open access concerns that they had raised previously and questioned the response from Met Police. The Principal responded that feedback included a review of CCTV camera positioning was needed to improve site security and Met Police had commented that the building structure created difficulties with monitoring in view of open access requirements for individuals to access learning and how to balance the need of being secure without restricting accessibility to learning. Met Police had also raised issues of communication of an incident to classrooms and other areas; and use of Learner ID and the Principal and senior team would be considering these further.

**ACTION:** Governors:

- (i) approved revisions to the Safeguarding Policy
- (ii) to receive a progress report on the impact of the Argus Project training
- (iii) to receive a report back on issues raised by the Met Police.

#### 486. POLICIES

Governors reviewed the following policies:

- (a) Sustainable Development** - Governors considered the policy due for renewal and the proposed revisions necessary to update. Governors noted the key successes in 2016/17 including development and use of the Community Garden as a learning resource that provided support to learners with mental ill health and also support for local markets and enabling learners to develop enterprise skills and start their own business. Governors thought a lot of work had been done in this area and staff input and leading on initiatives was commendable such as links with the Borough in Recycling and 'Team Civic Pride'.

**ACTION:** Governors approved the revised Sustainable Development Policy

- (b) Learner Attendance & Punctuality** – Governors considered the policy for renewal that had been reviewed by Management and Health & Safety Forum who had raised a number of concerns and suggestions for improvement. Governors were pleased to see feedback and impact from the Learner Forum and staff to celebrate improvements on attendance particularly Community Learning from 80% to 85% and Adult Skills from 85% to 87.2%.

**ACTION:** Governors approved the revised Learner Attendance & Punctuality Policy

- (c) Health & Safety** – Governors considered the Health & Safety Policy due for annual review and there were minor amendments necessary to the policy and the Health & Safety Staff Guide. Governors considered the H&S Summary Booklet including Governing Body responsibilities and commended the very useful and clear information.

**ACTION:** Governors approved the revised Health & Safety Policy

**(d) Governors' Code of Conduct** – Governors considered the Governor Code of Conduct due for annual review and the recommended changes for 2018/19 including Governors to complete all essential training required and to make use of the ETF funded Inspiring FE Governance service for recruitment to FE Boards. Governors were aware and pleased that support was being provided via the National Leaders of Governance (NLG) to follow up on priorities identified by Governors at their Conference in July 2017 and the further discussion by Governors at the Governing Body meeting in September 2017. Governors noted 2 days of support were being provided by the end of January 2018 by Kevin Finnigan and appreciated his support and feedback. The self-assessment of governance and development of a governance improvement plan was set out in the Governance Code of Conduct.

**ACTION:** Governors agreed

- (i)** revisions to the Governor Code of Conduct
- (ii)** Governance Task Group members to attend the meeting with NLG on 9 January 2018
- (iii)** the Governing Body to complete a Governance Self-Assessment for 2017/18

#### 487. PROJECTS / CONTRACTS

**(a) Recovery College** – Governors discussed the Recovery College Project Report November 2017. The Curriculum Manager (PCDL /Health & Wellbeing), who had led the Mental Health Pilot, was following on work with NELFT in a new more sustainable Recovery College so developing this new model. Governors were pleased with the legacy of this continuing although funding was going to cease with the previous project and was an exciting and innovative development. Enrolment and recruitment was taking place and more was expected. Governors again emphasised the success of the Mental Health Festival that had been held in November and over 200 participants attended including the Student Governor. The Principal informed that subsequently the Institute had produced a video.

**ACTION:** Governors noted the Report.

**(b) Working in Mind Employability Project** – Governors discussed the Working in Mind Project Report and progress so far including referrals and job outcomes. The Project had started in February 2017 and due to end in January 2018. The project target to engage 60 plus individuals had been achieved and 16 individuals had been supported into employment of 16 hours or more per week against a project target of 25 plus individuals. Governors thought it was outstanding for 16 clients to gain employment and for that client group was a commendable achievement. The Principal responded this was mainly due to the Project Co-ordinator leading on this in an exceptional, proactive and collaborative way with regular clear progress reports produced for JCP and Work Redbridge. Governors thanked the Working in Mind Project Co-ordinator and pleased that she would be moving across to the Employability Hub after January 2018 so that the sterling work would be sustained



internally. Some additional funding was expected to support the work though a follow on DWP project. The Principal had put forward the Institute for a TES FE 2018 Award for Community Engagement base on the Learning in Mind and Working in Mind projects.

**ACTION:** Governors noted the Report.

#### **488. OPERATIONAL CALENDAR 2018/19**

Governors considered the draft 2018/19 Operational Calendar and that, as part of the Pay and Grading review, it had been agreed that staff on the Local Education and Management Contract would be required to take 2 of the 5 annual efficiency building closure days as part of their annual leave entitlement. Governors questioned whether it was necessary for building closure on 21 December 2018 and the Principal responded that this was considered the best option. Governors had raised a review of the wording 'Efficiency Days' and the Principal would look at this.

**ACTION:** Governors

- (i) noted the Operational Calendar for 2018/19
- (ii) approved the allocation of 5 efficiency days and the closure of the building between 21 December 2018 and 1 January 2019
- (iii) requested the Principal to review wording in relation to 'Efficiency Days'.

#### **489. STRATEGIC PLAN UPDATE 2017-2019**

Governors noted that the Strategic and Business Planning Management Away Day held in June 2017 and the Governors' Conference in July 2017 had provided opportunity for joint review and revise the Strategic Plan Priorities for 2017-2019 and beyond. Governors thought the Strategic Plan was clear and specific as needed. Governors considered the new strategic priorities and specified areas in Learners; Curriculum & Quality; Teaching, Learning & Assessment; Professional Staff; Governance & Leadership; Finance & Resources. Governors asked for more information regarding Key Objective 4: staff to develop a better understanding of diverse assessment methods and using these effectively. The Principal clarified that Tutors, although good at giving verbal feedback about what was going on in the classroom, needed more improvement in written feedback. This would include higher level detail, confidence in broader feedback for a diverse learning range such as written evaluative feedback and other ways of demonstrating achievement. In relation to Key Objective 5 Governors asked how could the Governing Body ensure readiness for the major changes in devolution of the Adult Education Budget to the London Mayor and implementation of recommendations from the ACL reviews and what could be done by Governors to forward plan and better fulfil this objective. The Principal responded that this was extremely challenging due to the number of stakeholders involved and emerging changes and was important for Governors to continue to maintain a presence and ensure their voice heard at all relevant events and consultations. Governors further considered changes to Key Performance measures (KPI's) for 2017/18. Governors had previously asked for more detail for external visits (KPI 10) and this was provided. Governors

intended to spend more time considering KPI's in MOP Committee, would look at further with Kevin Finnegan in January 2018 and furthermore consider whether the 'Dashboard' was fit for purpose.

**ACTION:** Governors

- (i) approved the revised KPI dashboard to be implemented from January 2018
- (ii) to receive a progress report at the next meeting of the full Governing Body.

**490. SKILLS FOR LONDONERS – A DRAFT SKILLS & ADULT EDUCATION STRATEGY FOR LONDON**

Governors received the 'Draft Skills and Adult Education Strategy for London' that was out for consultation. The Strategy set out the Mayor's immediate ambitions and priorities for skills and education over the coming years and in the longer term, working with London Boroughs, the Mayor aspired to create a single integrated skills and adult education offer for London to deliver a more strategic, whole system approach to post 16 skills. As part of the consultation further views were being sought to see how this could shape a more tailored skills and employment offer for London through devolution. The transitional project was helping with preparation for changes working closer together with other ACL providers in the sub region but an agreed model was needed. As discussed, deprived areas would be given greater consideration and there would be an 'all age' careers service. Governors noted the 9 objectives set out in the Strategy across the 3 priorities of meeting employer needs; empowering Londoners; and a strategic city-wide approach. Governors asked whether providers were of the same expectations and the Principal responded that each would have their own needs and interest but would be committed to working together. As an all London provider group Hoxex would make a response when meeting with Local London, and Chair of Governors would be attending, there would be a chance to feedback verbally and the consultation would be informed by the sub regional transitions project report. Governors could see the opportunity of the London Report putting Adult Education in a powerful position but would expected this to depend on the outcome of implementation of changes. The Governing Body would remain vigilant as discussed and to ensure that the organisation would not become destabilised by the process.

**ACTION:** Governors noted the Report.

**491. FUTURE MEETINGS**

Governors noted that the next meeting of the Governing Body would be held on:

**Thursday 22 March 2018 at 6.00pm to 8.00pm at Gearies**

**Meeting closed 8.35 pm.**

**Chair..... Date.....**