

GOVERNING BODY

**MINUTES OF THE MEETING OF THE FULL GOVERNING BODY HELD AT GEARIES HEADQUARTERS
ON THURSDAY 5 JULY 2018 AT 1.30PM**

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

Also in attendance: Janis Lane, Clerk to Governors.

- 511. APOLOGIES** were received and accepted from Indu Barot and Kathleen Atkins.
- 512. DECLARATIONS OF INTEREST –** Christina Norman (Staff Governor) and the Principal both declared an interest in relation to minute 517(b).
- 513. MINUTES** of the meeting held on 22 March 2018 were confirmed and signed by the Chair.
- 514. MEMBERSHIP**

The term of office for Councillor Stuart Bellwood, Councillor Joyce Ryan and Councillor Anne Marie Sachs expired in July 2018 and Governors were informed by the Principal that the Local Authority had reappointed all three Councillors.

ACTION: Governors confirmed that Councillor Stuart Bellwood, Councillor Joyce Ryan and Councillor Anne Marie Sachs had been appointed by the Local Authority as representatives for the 4 year term until July 2022.

- 515. AREAS FOR IMPROVEMENT IN SKILLS FOR INDEPENDENT LIVING & LEARNING
(Matter Arising: minute 494 refers)**

The Principal updated Governors on progress further to the presentation by the Assistant Principal Adult Skills at the last meeting of the full Governing Body where there was particular concern in performance of adults with LDD in this curriculum area. Governors were informed that the Ofsted Inspection team had been made aware of the tutor within capability procedure and their protocol was to not observe that tutor. Governors were also informed that Inspectors had observed an excellent session by another LDD tutor and evidenced the area as high performing. Governors asked how long a tutor in capability would be able to continue under performing. The Principal responded that this tutor was under close scrutiny and monitored closely; ensuring that her performance was maintained when the current level of support was reduced; there was no definitive time but a review meeting was being held with the tutor concerned this week to look at time bound SMART targets set in the previous review; and if targets set were not achieved further action would be taken as part of the procedure.

Governors were pleased that this did not impact that area regarding the Ofsted Inspection. Governors noted this was included in the Self-Assessment Report.

516. UNCONFIRMED MINUTES OF MOP COMMITTEE 5 JUNE 2018

Governors received the unconfirmed minutes and had no further observations.

ACTION: Governors noted the unconfirmed minutes of MOP Committee.

517. UNCONFIRMED MINUTES OF STAFFING COMMITTEE 20 JUNE 2018

Governors received and noted the unconfirmed minutes and considered the following:

(a) Sickness Absence Policy & Procedures (minute 396 refers) – Governors of Staffing Committee had considered the policy and procedures due for renewal and approved the revised Sickness Absence policy and procedures subject to any further comments from David O’Donoghue in his absence. As there were no further comments the revised policy had been duly endorsed.

(b) Proposed Changes to the Management Team Structure (minute 397 refers): Confidential Item see Appendix 1. - Christina Norman left the Governing Body meeting for this item to be discussed.

ACTION: Governors noted the unconfirmed minutes of Staffing Committee and decisions made in respect of Proposed Changes to the Management Structure stated in Appendix 1.

518. UNCONFIRMED MINUTES OF F&GP COMMITTEE 20 JUNE 2018

Governors received and noted the unconfirmed minutes and particularly noted the healthy financial position.

Budget 2018/19 (minute 927 refers) - Governors recommended approval of an award payment of £250 to each and every member of staff at the Institute as a one off payment in recognition of their work and successful outcome of the Outstanding Ofsted Inspection which was to be recommended to the full Governing Body for approval (**GB Minute 517b refers**). It was also recommended that a prompt decision be made in this respect and all Governors, except the Staff Governor and the Principal, were contacted to give their view on this. The decision was made to award the payment and staff were informed.

ACTION: Governors noted the unconfirmed minutes of F&GP Committee and recommendation for approval of £250 award payment to staff as ratified in minute 517(b).

519. OFSTED REPORT MAY 2018

Governors discussed the outcome of the Ofsted Inspection originally carried out as a short inspection over 2 days from 1 May 2018 but transitioned into a full inspection on 8/9 May 2018 as the Inspection Team had judged they had enough evidence of improved and outstanding performance. The Principal informed that the first team of Inspectors were all full time HMI's that gave real rigour to the Inspection and a 2nd team included 5HMI and two part time inspectors; this was quite unusual. Governors congratulated the exceptional outcome of Outstanding in all areas across Effectiveness of Leadership & Management that included Governance and Safeguarding, Quality of Teaching Learning & Assessment, Personal Development Behaviour & Welfare, Outcomes for Learners and Adult Learning Programmes. Furthermore there were no key areas for improvement. Governors noted that the Inspection Team had highlighted that while attendance in most lessons was satisfactory, in a small number of ESOL lessons it was poor; and in a small minority of instances learners' writing and note taking skills were weak and on occasion teachers did not check the quality of learners' notes in lessons. Governors noted the outstanding support to learners and ways in which this was given including very moving feedback from a student, who was Learner of the Year and had talked at the Student Award evening about her personal harrowing journey from India and the support from the Institute that helped her to progress. Governors commended the exceptional outcome of Outstanding in all areas and furthermore as the Institute was now only 1 of 4 Outstanding adult education services in the country and the first to achieve an Outstanding status for 3 years. Governors were informed that staff had awarded the Principal 'Outstanding Principal of the Year' and Governors were also pleased to receive from the Institute 'Outstanding Governing Body of the Year'.

Governors extended sincere thanks to staff for the whole team outcome and to the Principal for her wonderful leadership over the years. An open day event would be planned for September 2018 (possibly 14.9.18) for staff and to open up to the sector and Local Authority with showcasing and breakout sessions. Governors offered their support for this event such as a session on Outstanding Governance and what made a successful Board. Governors anticipated the outcome would have positive impact for the Institute with people wanting to come to an outstanding organisation and the Principal responded that this was already being seen, for example there had been 150 enrolments last week that was a significant increase on numbers compared to the same date in year. Governors asked of next inspection date and informed that this would potentially not be for another 5 years. Governors emphasised the need to sustain the current outstanding position and that the 'bounce effect' of the Inspection would need to be considered thinking ahead to capability and capacity to meet higher demand. In the absence of further funding other ways of meeting this would need to be considered such as class size and increased fee paying learners.

ACTION: Governors congratulated all staff on their outstanding achievement

520. RISK REGISTER – UPDATE JUNE 2018

Governors considered the updated Risk Register of open risks and all risks to date within the last term. These included 3 open risks of Devolution of Adult Education Budget (AEB) to the London Mayor from September 2019; Funded Value; and VAT. The effect on the Institute of future devolved budget arrangements and funding would be seen on confirmation of the new framework including Out of London Learners, Funded Value and MIS arrangements. At their meeting on 20 June 2018 F&GP Committee had received and discussed information from EFSA relating to the AEB Grant Allocation 2019 to 2020 for the Institute. F&GP noted the implications of devolution on funding of learners resident in non-devolved areas and F&GP would consider impact once modelling had been completed. In relation to VAT, as previously reported to Governors, HMRC was expected to reclaim VAT on subcontract management fees and this it had been reported would apply to the 7 years sub contract with RCVS. The Principal was meeting with RCVS to discuss the management fee position. Governors asked of potential liability and informed that this was not anticipated to be significant and it was expected that if payment was made this year there could be some leniency by HMRC for any previous year monies due. The Principal would follow up further and check with LBR Legal Team including liability and educational status in relation to VAT. Any monies due could be met from reserves. There was 1 closed risk regarding Staff Recruitment as all permanent posts had been filled and Ofsted had confirmed Leadership & Management as Outstanding. In terms of the Outstanding Inspection and recruitment the Principal informed that Institute staff were already being head hunted. In response to Governors, the Principal confirmed that the Outstanding Logo could be used by the Institute which would be useful for recruiting. Governors questioned whether a risk should be added 'to maintain Outstanding' and the Principal responded that this was covered in the Strategic Plan and in KPI's but could be rephrased from 'to achieve' to 'to maintain'.

ACTION: Governors noted the:

- (i) Risk Register update
- (ii) Principal would follow up liability for VAT with the LBR Legal Team.

521. STRATEGIC PLAN 2017-2019: PROGRESS AGAINST KEY PERFORMANCE INDICATORS (KPI's)

Governors considered performance and progress to date of the KPI's, that had been approved in December 2017 following a review of the Strategic Plan by Managers and Governors, and noted that very good performance had been made/ good performance maintained in 3 KPI's. These included increasing the number of outstanding elements identified in the annual Self-Assessment report; achieving a balanced budget at the financial year end through strategic termly financial review; and maintaining reserves of 5% of ESFA core funding at year end. Governors discussed 4 areas where progress on KPI's was of concern or slower than expected and these included increasing the average score on the National Learner Satisfaction Survey annually by 0.1; achieving a year on year increase in the proportion of enrolments from 7 wards with neighbourhoods in 20% most deprived in England; increasing average class size to above minimum course numbers as Level 2 and Family Learning class sizes had decreased; and improving the average annual attendance by 2 percentage points annually.

Governors noted the report from F&GP Committee in relation to the budget last year 2017/18 being in a strong financial position and substantial carry forward balance for the current financial year. Governors asked for more information regarding the National Learner Satisfaction Survey. The Principal responded that this was mainly due to getting the survey out late this year due to other priorities, including Ofsted, and that although these were interim results February/May 2018 was not expected to give an improved outcome; the drop was more than we would want. The number of learners from the 7 wards with neighbourhoods in 20% most deprived in England had remained constant at around one third of learners each year. Governors agreed with the Principal that this may improve now that the Family Learning Manager had been in post over the past year, also with the Employability Manager in post and as an outstanding provider. Governors noted events taking place in these areas that could help increase enrolments and included an event on 15 July 2018 in Barley Lane Park and the RCVS Community event on 30 August 2018 at Ilford and the Institute already had places booked for these events.

In terms of attendance Governors had noted evening attendance down for ESOL during the week of Inspection but were reassured by previous monthly audits that had indicated better attendance. Robust vigilance and follow up had been in place as far as possible, as evidenced by Ofsted, and Governors thought there may have been a specific reason during that week such as Ramadan that could have had an effect. Governors agreed that the Staff Satisfaction Survey would be better left until March 2019 rather than undertake at the current time.

ACTION: Governors noted progress against the Key Performance Indicators.

522. PROJECT REPORTS

(a) PREPARATION FOR WORK – Governors discussed the new DWP funded project to provide information, advice, guidance and training to support any person in receipt of benefits over one year from February 2018. The target was to train 100 individuals and the Institute was working in collaboration with Work Redbridge to provide support in basic IT skills, managing finance and using the internet /email. Governors discussed progress and noted referrals from JCP (Job Centre Plus) had been slow to date. 32 individuals had been recommended for the course and Governors were informed of more promotion via the Employability Hub, social media and leaflets. Governors questioned partnership working with Work Redbridge and the Principal responded that the previous issue had been with JCP regarding referrals and Governors had previously raised concerns in this respect. The Institute was not involved in the project planning but the Principal was looking at the programme plan and courses and proposing changes to Work Redbridge as the current model was not fit for purpose.

ACTION: Governors noted the report and intensive fast track courses had been planned to start September 2018 to ensure much needed support was provided and target achieved.

(b) ACCESS FOR LEARNERS WITH VISUAL IMPAIRMENT – Governors discussed the new initiative to open up pathways and promote independence for people with a sensory impairment and that the biggest barrier was modern technology. Governors were informed by the Redbridge Low Vision Strategy 2017 Draft Work Plan; Pathways to Services Aims & Objectives; and information about NVDA (NonVisual Desktop Access) free ‘screen reader’ to enable vision impaired people to use computers. As informed by the IAG and Learning Support Manager, Governors noted that the Institute’s Learning Support Service was working on this initiative in partnership with other specialist organisations and that progress during April/June 2018 had included meetings with partners and enrolment to courses had started. Governors noted actions to develop further including continued contact with the Learning Support Manager; computer access and software including installation of NVDA onto Institute computers; course units broken down into weekly sessions and emailed to the learner to support learning; deployment of an LSA into the class; building on links with partnership groups and expanding the service; and planning a partnership event. A future event could link with the Employability Fayre. JCP was expected to be very interested in this for employability and the Principal informed she was meeting with the JCP Manager at the beginning of August 2018. Governors noted a huge volunteering service linked into this area and so potential for help and support provision.

Governors agreed this was a very exciting project particularly as providing for visually impaired people with no support outside their home. Governors were informed that a learner with no visual ability had enrolled onto a Digital Skills for Beginners course at Gearies from October 2018. Furthermore, a profoundly deaf learner had enrolled onto a Computer for Beginners course and with the help of an LSA had been able to access mainstream study and successfully completed her course. The initiative was also looking to open up the service and going outside to the person’s home facilitated by a local business providing reconditioned computers to be set up in the home and linking with the Visually Impaired Service to start September/October 2018. Governors asked if the PC’s were being donated by the local business and informed they were being funded by the Local Authority Sensory Team. Governors recognised the need and importance of ensuring accessibility to the Institute for learners with visual impairment, opening pathways, building confidence and links into employability. Governors acknowledged the potential for this project in that there were no other services in LBR and wider, the Institute being first to initiate and the potential for the Institute to be a service provider for a niche area such as this. Governors asked of wider contacts and opportunities for expansion. The Principal responded that Moorfields Eye Hospital was on board with the project and potential for referrals and also the Institute was currently focusing on IT as this was one of the most challenging areas and anticipated that if this was successful there could be a wider development opportunity. Services for people with hearing impairment were also now interested.

ACTION: Governors noted the report.

523. STRATEGIES

Governors considered the following 5 Strategies due for renewal and the proposed revisions mainly related to updating priorities where appropriate and in preparation for devolution of the AEB funding to London in 2019:

(a) LEARNER INVOLVEMENT STRATEGY – Governors were informed that the Institute had been upgraded from Silver and awarded Gold for Autism Awareness by the Sycamore Trust and this confirmed commitment to removing barriers that prevented people with ASD (Autistic Spectrum Disorders) from accessing learning opportunities. Autism Ambassadors, who were people with ASD, had carried out a thorough assessment on accessibility for the Institute’s award. The Mayor presented a certificate to the Institute for the Award at the Learner Involvement Awards event. Governors agreed this was a robust strategy.

ACTION: Governors

- (i) congratulated staff on the Gold for Autism Awareness Award
- (ii) approved revisions and renewal of the Learner Involvement Strategy.

(b) MARKETING STRATEGY – Governors considered revisions and the Marketing and Promotional Work year planner had been updated for 2018/19. Apprenticeships and Traineeships were no longer included. Governors referred to the updated 5 Point Plan (to meet the 5 key marketing goals) that included Right for Redbridge; Communication; Celebration; Partnerships; Campaigns. Governors suggested revision to the 5 point plan to add ‘in the community and the Council’ to increasing awareness of Redbridge Institute and the learning opportunities it offers in Point 1 Right for Redbridge. Also a further revision to Point 4 Partnerships to expand ‘stakeholders’ for example to state businesses/employers.

ACTION: Governors approved revisions and renewal of the Marketing Strategy and to include changes to the 5 Point Plan as suggested.

(c) MATHS & ENGLISH STRATEGY – Governors noted revisions included clarification provided on Tutor responsibilities for marking and use of ILT resources; CPD updated to expect Maths and English tutors to participate in National training programmes provided by ETF; and new priority actions set for 2018/19. Governors raised that Section 3 ‘Background’ of the Policy regarding ‘to achieve a minimum of Grade 5/C in English and Maths’ should be ‘Grade 4’ and this would be amended. Governors acknowledged the significant improvement of GCSE English and Maths in terms of results and being embedded and a direct consequence from the Ofsted Inspection March 2015. It was anticipated that Maths would be more difficult this year and would be interesting to see the outcome of results. Governors reiterated that the Institute had done a lot of work on English and Maths and that a tight focus on GCSE’s was maintained in the Strategy. In response to Governors, the Principal would look at a section on ‘forecasting’ to be included in the Strategy as planning at an earlier stage for English and Maths was vital for achievement. Governors noted the Level Diagram for IT

included in the Strategy as extremely valuable and noted that Partners had asked to use this. Governors also suggested this would be useful to handout to prospective students and informed that these were handed out by IAG Advisers and on the Website.

ACTION:

- (i) Governors approved revisions and renewal of the Maths & English Strategy.
- (ii) Governors requested the 'levels' handout are made available on the website and to advisers

(d) COMMUNITY LEARNING STRATEGY – Governors noted the Skills for Londoners Strategy priorities were now incorporated within the Community Learning Strategy and this was the main change.

ACTION: Governors approved revisions and renewal of the Community Learning Strategy.

(e) EMPLOYABILITY STRATEGY – Governors noted that the Strategy now referenced the Skills Challenges for Londoners identified in the Skills for Londoners Strategy and had been updated with changes and resources regarding the Employability Hub and also updated statistics. DWP local priorities were the same. Governors observed an amendment needed to page 2 of the Strategy to be changed to '20.06.18'. The Principal informed Governors that the Redbridge Interpreter/Translation Service was being cut and was due to be provided by LB Newham in future and this may affect the Institute as currently we provide L2 Community Interpreting and the Redbridge service has supported these learners with progression to placements and work.

ACTION: Governors approved revisions and renewal of the Employability Strategy.

524. EMPLOYABILITY HUB

Governors discussed the report of the Curriculum and Employability Manager to update on activities and progress of the Institute's Employability Hub. Governors noted attendance since the first hub September 2017 and that 299 individuals had benefited from impartial information, advice and guidance received. Governors noted that initially attendance was mainly from outside the Institute but the trend had changed in November 2017 with more referrals from existing courses and that overall 61% of those enrolled in the Hub were accessing other courses at the Institute. Governors considered impact the Employability Hub was having and noted that since September 2017 one learner had gained full time employment and one gained part time voluntary work in their chosen field. This number was expected to rise as learners completed their courses. Governors noted that, to widen accessibility and prioritise severely deprived wards, a weekly employability hub was being held at Mildmay Centre and intended to be rolled out further to Hainault Forest Community Centre from September 2018. Other future planning included meeting specific needs such as bespoke courses such as

customer service for those people with low skills. This would be a good opportunity for the Institute and there was capacity and capability in the staff team. Governors were amazed to hear that individuals were coming in to use the service at 8.30am before work. Governors congratulated the staff team as well as outstanding feedback from Ofsted particularly regarding tracking and learner success.

ACTION: Governors noted the Report.

525. COMMUNITY LEARNING SHOWCASE

Governors were informed that the report was not yet available following the event that took place on 26 June 2018.

ACTION: Governors to receive a report at the next meeting in September 2018.

526. GOVERNING BODY ARRANGEMENTS FOR 2018/19

(a) CYCLE OF GOVERNING BODY MEETINGS 2018/19

Governors considered the proposed dates for the cycle of Governing Body and Committee meetings 2018/19. Governors agreed that the proposed meeting of the full Governing Body meeting and the Governors Conference should be changed to Wednesday 10 July 2019 at the same times. Councillor Joyce Ryan gave her apologies in advance for the Governing Body meeting on 27 September 2018.

The membership of Committees of the Governing Body was to remain the same.

ACTION: Governors approved

- (i) the Cycle of Governing Body meeting dates for the year 2018/19 as agreed
- (ii) Membership of Committees to remain the same.

(b) INSTITUTE EVENTS CALENDAR 2018/19

Governors noted events planned to date and that the Governors' Conference would need to be amended to 10 July 2019.

ACTION: Governors noted the Institute Events planned so far for the year 2018/19.

(c) LINK GOVERNORS 2018/19

Governors agreed the allocation of Link Governors for 2018/19 and noted no change except that there was no longer a need for a Link Governor Apprenticeships.

ACTION: Governors approved the Link Governor arrangements for the year 2018/19

(d) PERFORMANCE REVIEW BOARD 2018/19

Governors noted the PRB meetings scheduled over November 2018. The schedule would be amended to include Christina Norman, as the current Staff Governor, for meetings on 12 November 2018 (English and ESOL) and on 15 November 2018 (Maths and LDD). The Principal would look at the meeting scheduled for 14 November 2018 'Vocational and Classroom based' as Councillor Stuart Bellwood was not available for the morning but was in the afternoon and Deanna Clarke would check her availability. Governors suggested that David O'Donoghue attend the meeting on 16 November 2018 that was reviewing CPD.

ACTION: Governors noted the scheduled meetings.

527. DATE & TIME OF NEXT MEETING

Governors noted that the next meeting of the Governing Body would be held on:
Thursday 27 September 2018 at Gearies at 6.00pm

Meeting closed 3.25 pm.

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