

GOVERNING BODY

MINUTES OF THE MEETING OF THE FULL GOVERNING BODY HELD AT THE GANTS HILL CAMPUS ON THURSDAY 12TH MARCH 2026 AT 6.00PM

PRESENT: Lesley Seary (Chair), William Pickford (Principal), Malcolm Crichard, Mark Foulds and Caroline McGlynn.

Also in attendance: David Coleman, Assistant Principal Student Services
Maria Sotiriou, Assistant Principal Curriculum
Liz Hannam, LA Representative
Forogh Rahmani, Director of Local London
Tom Dewey, Director of Regeneration & Growth LBR
Janis Lane, Clerk to Governors.

1. **APOLOGIES FOR ABSENCE** were received from Councillor Namreen Chaudhry, Julian Ellerby (Vice-Chair), Olive Hamilton-Andrews, Mo Rahee, Councillor Joyce Ryan and Councillor Anne Sachs.
2. **DECLARATIONS OF INTEREST** - There were no declarations of any personal and/or pecuniary interests in any of the agenda items of this meeting.
3. **MINUTES** - The Non-Confidential Minutes of the Full Governing Body meeting held on 9th December 2025 were confirmed and signed as a true record of the meeting.
4. **MATTERS ARISING** – there were no matters arising that were not agenda items.
5. **CONSTITUTION AND MEMBERSHIP OF THE GOVERNING BODY**
Governors noted
 - (a) the membership and that there were no vacancies.
 - (b) the record of Governors' Attendance to date. The Principal had made contact with Stephanie Webber, Learner Interest Governor, regarding non-attendance and she informed that she had returned from being out of the country. She wanted to continue as a member of the Governing Body and the Principal would meet with her to discuss.
6. **STRATEGIC UPDATE**

Forogh Rahmani, Director of Local London (East London Sub-Regional Partnership), Tom Dewey, Interim Director Regeneration and Growth LBR and Elizabeth Hannam, were welcomed to the meeting to give their perspectives in the context of Redbridge and in relation to Local London.

Local Skills Improvement Plan:

The Director of Local London gave a full overview including the key priorities over the next 6 to 12 months covering the region of 9 North East and 5 East London Boroughs and outlined the types of engagement. The Vision for Growth focus was on 4 key priority areas – attracting investment, unlocking infrastructure, supporting business and enterprise, raising skills and tackling economic activity.

Key Achievements in 2025 included £54m of investment to Mayor Government Schemes; and developing careers in the sub-region with the schools' and young people agenda.

A snapshot overview looking at the year ahead included the change to a Single London Skills Improvement Plan; Priority Sectors were Construction and this was huge in LBR; Creative sector; Health & Social Care (the single largest employer across 9 Boroughs) and Logistics and Manufacturing. Key actions were noted and that there were good participation rates across the region but completion rates were one of the lowest particularly around under-represented groups and STEM subjects.

There was £1m funding for a School Hub over 3 years for Employer Engagement Activity to join up employment and Skills in the 3 specific areas of Construction, Health and Creative (including Digital and Green). If the programme was approved from April 2026 onwards there would be building capacity and working with 500 employers over the next 3 years.

Economic Priorities in Redbridge:

Tom Dewey referred to the Place Based approach to regeneration and growth development around the need in the Borough and of key considerations for deprivation particularly the worst areas of Ilford and South of the Borough. In relation to challenges there were 4 pillars that included ensuring economic development; improving Town Centres; Housing as there was a high percentage of temporary accommodation; and the need to develop new homes.

Tom Dewey gave a strategic overview aligning with Liz Hannam for economic development and the wider perspective of F Rahmani in the need for good quality jobs in line with 'Get Britain Working'; Trail Blazers aligning with LSIP; micro business; and Connect 2 Work – people with disabilities and health conditions and a strategic opportunity to support. LBR was strategically aware of opportunities for people to work but wider consideration was needed for other areas and innovation for other ways of provision. Key areas to work with included Construction and ring fencing for Redbridge Residents, Social Value, NHS jobs, Business and Start Up SME looking at how this needed to grow. The Hub in Victoria House was noted and opportunities for business start-up and ensuring businesses were supported.

Liz Hannam referred to the number of key strategies and that LBR was well aligned with LSIP, well represented and well placed for funding whereby LBR was a stronger place strategically. Governors commended the strong position.

The Principal had shared the Accountability Statement 2026/27 with the Governing Body and Governors would be able to relate to the Strategic Update. Governors noted the updated version of the Institute's Mission Statement that had been reviewed from the Leadership & Governance Conference 'to provide exceptional inclusive learning that develops residents' skills, empowers communities, and leads to good jobs and better lives'.

Governors discussed talent and career in relation to Health and Social Care bringing the 2 areas together or to be separate; how to ensure all-encompassing for each area and not more for one area although recognising that currently there were far more jobs in social care than health and much more difficult to access work in health at the present time; and opportunities for engagement for unpaid carers taking into consideration provision while caring was in place and thinking about

when the care and support came to an end. Unpaid carers were a specific group to target work with and looking at skills gained including Connect 2 Work.

The Director Local London acknowledged the importance of Social Care and there were opportunities and pathways available with representation that was key from both Health and Care and brought together well and aligned to the Pan London approach including the Health & Social Care Finish Group, Sector Hub and Representatives.

The Principal referred to the 3 main priorities for the Institute Adult Social Care, Construction, Health, and were the 3 drivers for growth; the level of skills up to Level 2 were significantly below in the region; the Institute was the only specialist provider of Childcare Level 3. Governors discussed the Inclusive Talent Strategy and the 3 priority areas and raised that there needed to be a focus on Childcare provision in the Accountability Statement as this was not included and needed to be as this was an important vocational offer and a large part of the Institute's provision. It was important for jobs/opportunities, a key factor for economic growth, and particularly significant for the Institute for Childcare and TA's offer and the local economy could be a huge barrier to someone getting employment.

Governors thanked Forogh Rahmani for the sub-regional context strategically as well as the financial significance and leading through to the bigger picture; and thanked Tom Dewey and Liz Hannam for their Local and wider perspectives.

Governors' Dashboard:

Funding Performance – The Assistant Principal Student Services updated Governors of being on target to achieve the planned 98% but the GLA had increased the target to 102% and had announced 2% would be funded. There were further enrolments to come in March and April and the Institute would need to make up the difference through the 2 small sub-contractors. Tailored Learning was expected to improve over the next few months with short courses. Construction and Maths & English were on target to meet extra delivery and was being closely monitored. In relation to Additional Learning Support, Learners were being encouraged to take up as much support as possible. Governors recognised the success in relation to the targets was due to the work of the Curriculum Team.

Careers in Passports – The Assistant Principal Curriculum updated Governors that of the 12 Starters 8 completers was disappointing and the Institute was working with LBR and employers to improve; provision was in the right place but more clarity was needed at pre-assessment.

Financial Performance – The Budget was on track, looking healthier than 12 months ago, and projected that should be in a positive financial position over the next 4 years.

Attendance and Retention were on track and Ofsted would be looking at Attendance.

Observation of Teaching, Learning and Assessment was on track and in line with the Curriculum Efficiency and Sustainability report from the Commissioner last year as 98% was a good benchmark and currently at 97% so achieving well. More numbers were wanted for higher level courses and to be better than other providers.

Staff Utilisation (termly) was on track.

Mary Ward Update - Governors were updated by the Assistant Principal on the arrangement with Mary Ward and that Mary Ward under financial intervention continued. The Chair of Governors reminded of the background on Mary Ward arrangement and it was not known of the position going forward. A merger of Mary Ward with a local FE College was anticipated and expected to take about 1 year to progress. Governors discussed the current charges to Mary Ward for use of the Institute Studios and that Mary Ward was already getting a 50% reduction to use 2 studios. Governors considered there were 3 options including to maintain the annual charge at £10,000; increase the annual charge to £20,000; or Mary Ward to offer a 75% contribution. It was anticipated that Mary Ward was prepared to pay more. Governors discussed further and were in agreement for the Principal to negotiate what Mary Ward could afford to pay.

There was no more classroom space at the Gearies Campus and the Institute needed other accommodation in Ilford and had been raised with the Director of Regeneration and Growth LBR who referred to the Strategic Assets Review within the next 8 weeks. The Chair of Governors reiterated the need for provision in the deprived areas particularly South of the Borough and where the Institute had given up provision in Mildmay Centre to help Vision and LBR.

ACTION: Governors agreed that the Principal would negotiate a best possible charge to be paid by Mary Ward.

HR Project update – Governors received the HR Project Report and the Principal updated Governors on the Project that had cost the Institute £86,000 in relation to the salary for the HR Project Worker and that had not progressed as expected and wanted; the Institute was forced to commit to the Project Worker due to the issue with Academic contracts and transfer of LSA's to the Local Government Pension Scheme. It was expected that capacity from LBR would be given to complete work needed by the end of April 2026 and clarification was needed whether the Institute would have to meet the Project Worker costs for another 2 months. The new Academic Contract had taken 18 months to date, should have been through the LBR Legal Team and the project objectives completed.

ACTION: Liz Hannam would follow up with the LBR Team and discuss further with the Principal for Governors to receive feedback as the next FGB meeting.

7. STATUTORY POLICIES

Equality, Diversity and Inclusion Policy – Governors reviewed the Policy and noted changes to the definition of Inclusion and updated to include people with barriers to learning, to reflect the new Ofsted framework and that the new version applied to learners – a separate Council version covered staff and operational activities. The Policy would be shared with the Learner Forum for feedback and finalised.

ACTION: Governors approved the Equality, Diversity and Inclusion Policy.

8. GOVERNORS' TRAINING

Annual Prevent Briefing – It was confirmed that there were no Prevent cases currently and would be reviewed after March 2026 when a briefing would be held for Governors and all staff.

9. LINK GOVERNOR ACTIVITY

Link Governors had been confirmed at the last meeting.

Governors received a full verbal report from Caroline McGlynn, Link Governor Vocational PRB who had visited classes on 9th February 2026. A written report would follow. The Link Governor gave a huge amount of very positive feedback on the start of the visit, the exceptional class interaction and activity throughout the week and good retention rates. Learners had given positive feedback for a safe and secure campus and this was particularly important feedback in relation to women who suffered hardship, domestic abuse and violence; and was very important for them to feel/be safe and secure as outside the Institute feedback indicated some learners felt burdened and shy and was the opposite when inside the Institute with very positive feedback and could have supportive one to one conversations with staff. Students were articulating issues that the Institute was already aware of. Students gave feedback on more that they wanted including a 1st Aid course, that was of high cost barrier, more information for awareness of what was happening towards the end of the course; awareness of job opportunities; and awareness of facilities. Governors raised attention to wording in respect of Progress to Level 2 that could possibly have a negative effect for Learners. Malcolm Crichard was commended for the exceptional support he gave to students and outstanding delivery for Barts NHS programme and the confidence that this gave learners particularly relating to the Social Care perspective and the importance of this.

Caroline McGlynn gave feedback on the visit of 29 students from the Institute to UEL today that had followed from visits made to the Institute classes. The visit was an amazing day to show Learners of the potential and further progress that could be made when getting to Level 3 and several Learners had given feedback on their intention to access further education and UEL. The Principal commended contact with UEL over the last 3 years and the support from C McGlynn was excellent and very much appreciated giving Learners goals for ambition and inspiration.

Governors extended their thanks to the Link Governor for her detailed feedback and support.

ACTION: to receive written reports from Mo Rahee & Julian Ellerby (Finance) and Councillor Joyce Ryan (Skills for Life).

10. FUTURE MEETINGS OF THE FULL GOVERNING BODY

(a) Governors noted the next FGB meeting for the Academic Year 2025/26

Thursday 21st May 2026 from 6pm to 8pm

(b) Governors noted the final meeting in the Academic Year 2025/26

Friday 10th July 2026 – Leadership & Governance Conference/FGB Meeting (10am to 2:30pm)

(b) Governors noted forthcoming events and information for Neuro Diversity week and Green Week.

11. CONFIDENTIAL ITEM – Governors received updates

(a) Budget 2025/26

(b) Principal's Objectives.

Signature Chair of Governors..... Date.....