



# Minutes

## Remote Access Symbols

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## Full Governing Body Minutes

Meeting Time and Date	1515 on Wednesday 27 March, 2024	
Meeting Location	Enfield	
Members	Roger McClure (Chair) Heather Barrett-Mold OBE (Vice Chair) Joanne Roxburgh (Chair Designate) Paulina Balogun Aaron Davis Sheila Cunningham Darrell DeSouza OBE Peter Doble	Lorna Fitzjohn Guy Jones-Owen Alex Lane Mei Lim Ralph Luck OBE Sarah Moreland MBE Stephen Way
Principal	Peter Brammall	
Staff Governor	Zoe Halfyard	
Student Governors	Milana Uginciute (Student Governor) 🖥 Richard Elliott (Student Governor) Alexis Malpica (Student Governor)	
Senior Leadership Team	James Bryan (HR) Denise Lloyd (Vice Principal / Academic) Paul Smith (Deputy Principal / Finance)	
Minute Taker	Joanne Coffey (Director of Governance)	
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	<b>*Action</b>
<b>1. Welcome and Apologies</b>  1.1. Apologies were received for Paulina Balogun, Heather Barrett-Mold, Sheila Cunningham, Mei Lim, Richard Elliott and Alexis Malpica.	
<b>2. Declaration of Interests</b>  2.1. None.	
<b>3. Minutes (Decision)</b>  3.1. The minutes were corrected for minor typos.  <b>Resolved to</b>  3.2. <b>Approve the minutes of the Full Governing Body meeting held on 13 December 2023 as a correct record and authorise the Chair to confirm them.</b>	
<b>4. Matters Arising (Information)</b>  4.1. No matters arising from the minutes were discussed.	
<b>5. Report of the Principal (Decision)</b>  <u><b>Annual Strategic Conversations</b></u>	

<p>5.1. The Annual Strategic Conversation with the Department for Education (DfE) took place on 13 March 2024, where the College were also joined by the FE Commissioner.</p> <p>5.2. It was a positive visit with a wide-ranging discussion around the challenges facing the College, the approaches being taken to tackle them and the progress being seen.</p> <p><b><u>Quality</u></b></p> <p>5.3. An updated Position Statement has been prepared, representing an up to date assessment of the College's quality assurance, following the retrospective Self Assessment Review produced in autumn 2023.</p> <p>5.4. Governors agreed that it was a very positive assessment of where College currently were, with all key priorities on track whilst gearing up for the Ofsted progress visit. They requested that the monthly updates were shared with Governors.*</p> <p>5.5. Two new Quality Practitioners had been recruited, one permanent and the other to initially provide maternity cover, bringing valuable external land-based experience.</p> <p>5.6. Governors requested that subsequent presentations of the overall achievement rate had adults split out from 16-18.*</p> <p><b><u>Student Recruitment</u></b></p> <p>5.7. The College's recent Open Day had broken records by doubling its conversion rate, with 16-18 applications currently running at 17% ahead of the same point in the previous year.</p> <p>5.8. However, the College were now in the third year of an overall decline in 16-18 recruitment.</p> <p>5.9. A full refresh of the approach to 16-18 recruitment had been completed with additional capacity added both on the external agency spend and internal staffing resources.</p> <p>5.10. Several external agencies had been helping to refresh the approach to marketing, using student reference groups, creating new content, engaging influencers, developing new social media strategies, including the College's first use of TikTok, with expanded use of video clips.</p> <p>5.11. Adult recruitment had continued to rise. Although this was not enough to close the gap in funding losses, as the Education and Funding Skills Authority (ESFA) had uplifted both the maths and English funding rate, and the Student Hardship Fund, the College were expecting to, at least, break even.</p> <p><b><u>Student Voice</u></b></p> <p>5.12. The recent Student Survey had demonstrated some good outcomes, along with highlighting areas where further work was needed. The results were being used to inform Quality Improvement work across the College.</p> <p>5.13. Governors queried how the survey was followed up from a student perspective. The results were fed back to student focus group</p>	<p><b>Vice Principal</b></p> <p><b>Principal / Vice Principal</b></p>
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<p>meetings, for further monitoring, and they were shared with the wider College through 'You Asked, We Did' posters and feedback during tutorials.</p> <p><b><u>People</u></b></p> <p>5.14. The new Staff Council, chaired by the Staff Governor, had now had 5 meetings.</p> <p>5.15. The College were significantly increasing the range of benefits available to staff, which included access to an online GP.</p> <p>5.16. They had also considered corporate health insurance but all options had been too expensive. Governors suggested a, more affordable, 2 yearly health check. This would be considered by HR.*</p> <p>5.17. Staff recruitment and retention continued to be a challenge, which was a national picture. A Recruitment Open Day in March 2024 had proved a success with over 30 attendees and a number of conversations underway.</p> <p>5.18. The College, supported by the Finance and Resources Committee, were continuing to explore new strategies to target potential applicants.</p>	<p><b>HR</b></p>
<p><b>6. Search, Governance and Remuneration Committee minutes (Decision)</b></p> <p><b><u>Exceptional Terms of Office (Issue 20)</u></b></p> <p>6.1. The criteria for Governors to serve exceptional terms of office (beyond 8 years in total), were that it:</p> <ul style="list-style-type: none"> <li>i. is in the best interests of the Corporation;</li> <li>ii. affords preservation of an expressed talent or skill not otherwise available;</li> <li>iii. has the unanimous support of those of the Governing Body present (when the proposal is part of the meeting).</li> </ul> <p>6.2. It was agreed that the criteria remained sufficient.</p> <p><b>Resolved to</b></p> <p>6.3. <b>Retain the criteria used to assess a potential exceptional Term of Office.</b></p> <p><b><u>Annual Review of the Board Management System</u></b></p> <p>6.4. The Governing Body had been successfully using the paperless board management system since March 2019 via Decision Time.</p> <p>6.5. Decision Time had raised their annual cost to £5,600pa, from £5,000pa in the previous year, for the same 25 licences. They explained that the rise was due to higher operating costs and inflationary cloud platform costs.</p> <p>6.6. The Director of Governance had a demonstration on 29 January with a company called Team Engine which had an impressive ease of use and additional features not available on Decision Time</p> <p>6.7. Following a further demonstration to Joanne Roxburgh, Heather Barrett-Mold and Stephen Way, it was recommended to continue</p>	

<p>with Decision Time for another year, due to the additional features not being enough to warrant switching platforms.</p> <p><b>Resolved to</b></p> <p>6.8. <b>Agree that the licences for the Decision Time paperless board management system are renewed for 12 months from 1 April 2024.</b></p> <p><b><u>Confidential external investigation</u></b></p> <p>6.9. As discussed at the Full Governing Body Confidential meeting on 13 December, 2023, concerns were passed onto the independent investigator regarding reference to a previous member of staff in their report.</p> <p>6.10. As the investigator had chosen not to respond, it was suggested to add a disclaimer, alongside Stephen Way's post report note, that would reflect that all opinions, including those that related to the previous member of staff, were solely those of the investigator, based on interviews with staff and Governors that did not include the previous member of staff.</p> <p><b>Resolved to</b></p> <p>6.11. <b>For the Committee to recommend the above disclaimer to the Governing Body, to clarify that the opinions of the report were not those of the College.</b></p> <p><b><u>Sheila Cunningham</u></b></p> <p>6.12. Sheila Cunningham's first term of office was due to end on 27 March 2024 and she had expressed a preference to serve a second term of office.</p> <p>6.13. Sheila was Vice Chair of the Academic Committee and the Link Governor for Apprenticeships.</p> <p><b>Resolved to</b></p> <p>6.14. <b>Appoint Sheila Cunningham for a second Term of Office of 4 years until March 2028.</b></p> <p><b><u>Annual Review of Governance Policies</u></b></p> <p><b><u>Standing Orders</u></b></p> <p>6.15. As advised by the external Governance Review, to make it clear that non-members of Committees could participate, it was agreed to change their reference from Observer/observing to Participant/participating, with the clarification that Participants could not vote.</p> <p>6.16. It was also agreed to*:</p> <ul style="list-style-type: none"> <li>a) Replace the term 'sub-committees' with 'Committees' to update previous terminology.</li> <li>b) Amend 16(d) to explain that reimbursement of expenses was via bank transfer.</li> </ul> <p>6.17. No changes were required for the Whistleblowing Policy and the Complaints against the Corporation Policy.</p>	<p><b>Governance (Completed)</b></p>
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<p><b>Resolved to</b></p> <p>6.18. <b>Accept and recommend to the Governing Body for adoption:</b></p> <ul style="list-style-type: none"> <li>a) <b><u>Standing Orders (revised)</u></b></li> <li>b) <b><u>Whistleblowing Policy (standing)</u></b></li> <li>c) <b><u>Complaints against the Corporation Policy (standing)</u></b></li> </ul>	
<p><b>7. Report of the Clerk (Decision)</b></p> <p><b><u>Timetable of meetings 2022-24</u></b></p> <p><b>Resolved to</b></p> <p>7.1. <b>Adopt the updated timetable of meetings for 2023-25.</b></p> <p><b><u>Heather Marks</u></b></p> <p>7.2. Governor, Heather Marks, has retired early from her first Term of Office due to work commitments.</p> <p>7.3. The Board wished Heather well with her future career.</p> <p><b><u>Finance and Resources Committee membership</u></b></p> <p>7.4. The Chair of Finance and Resources agreed that the Staff Governor should be a member of the Committee and that one Student Governor could be invited to observe.</p> <p>7.5. As membership was currently full at 8 members, it was agreed to increase membership to 9 members.</p> <p><b>Resolved to</b></p> <p>7.6. <b>To agree to expand the membership of the Finance and Resources Committee to 9 members.</b></p> <p><b><u>Chair's Action</u></b></p> <p>7.7. No Chair's Actions had been made since the previous Governing Body meeting on 13 December 2023.</p> <p><b><u>College Seal</u></b></p> <p>7.8. The College seal had not been applied since the previous Governing Body meeting on 13 December 2023.</p>	
<p><b>8. Audit Committee Minutes (Decision)</b></p> <p>8.1. The Internal Auditors' recommendation were continuing to be followed through well.</p> <p>8.2. Following a break-in at the Gunnersbury Park campus, where many animals were sadly lost, the College's Business Continuity Plan had shown its effectiveness in managing such an unexpected and far reaching situation.</p> <p><b><u>Evaluation of External Audit Service and re-appointment for 2023-24</u></b></p> <p>8.3. Buzzacott continued to provide robust challenge on the College's treatment of accounting transactions, as well as good technical</p>	

<p>support in the interpretation of the regulations, accounting standards and accounts direction with which the College must comply.</p> <p>8.4. The quality of the financial statements and regularity audit service received had been confirmed as 'Good' by the Audit Committee.</p> <p>8.5. It was agreed to re-appointment Buzzacott for the 2023-24 year-end audit.</p> <p><b>Resolved to</b></p> <p>8.6. <b>Re-appoint Buzzacott as Financial statement auditor for the current financial year 2023-24.</b></p> <p><b><u>Retender of Internal Audit Service</u></b></p> <p>8.7. The College were re-tendering for the Internal Audit Service in April, with a recommendation for a new appointment expected at the July 2024 Governing Body meeting.</p> <p><b><u>GDPR Policies</u></b></p> <p>8.8. It was agreed to a change to the Information Security Policy under Computers and IT (31) to include multi factor authentication.</p> <p><b>Resolved to</b></p> <p>8.9. <b>To adopt the GDPR policies as follows:</b></p> <ul style="list-style-type: none"> <li>a) <b>Data Protection Policy (standing)</b></li> <li>b) <b>Data Breach Policy (standing)</b></li> <li>c) <b>Subject Access Request Policy (standing)</b></li> <li>d) <b>Freedom of Information Request Policy (standing)</b></li> <li>e) <b>Document Retention Policy (standing)</b></li> <li>f) <b>Information Security Policy (revised)</b></li> </ul>	
<p><b>9. Academic Committee Minutes (Decision)</b></p> <p>9.1. In order for all Governors to see all Committee reports, even if not members of the Committees, it was agreed to release all Decision Time papers to the full Governing Body for future meetings.*</p> <p><b><u>Quality Improvement Plans (QIP) 2023-24</u></b></p> <p>9.2. Good progress was being demonstrated by the QIP, to ensure that actions were having an impact, with key performance indicators being monitored during the quality performance reviews (QPR) which took place every 6 weeks.</p> <p>9.3. The College were in a strong position to demonstrate, at least, reasonable progress during the Ofsted six monthly monitoring visit.</p> <p>9.4. The key five themes for improvement were: Ambitious curriculum; student attendance; providing developmental feedback; teachers understanding EHCP's; improved English and maths.</p> <p>9.5. Governors queried how evidence was tracked when moving items from Red to Amber. Oversight took place at monthly meetings where the lead manager updated and articulated on the actions being taken</p>	<p><b>Governance (Completed)</b></p>

<p>and their impact. Red actions were moved to Amber once reasonable progress was clearly being demonstrated.</p> <p>9.6. The 5 key themes were also the focus of the recent CPD day to test the wider impact from all staff. Staff confirmed that the themes were also embedded into their tutorials. This was further facilitated by individual teacher talk sessions on particular curriculum areas.</p> <p><u>Student Attendance</u></p> <p>9.7. Governors queried whether attendance data could be broken down to sufficiently analyse any patterns. It was confirmed that many forms of categorisation were available, including by campus.</p> <p>9.8. Apprenticeship attendance had significantly improved over the past 12 months. High needs and adults attendance had also improved and 16-18 were similar to the previous year.</p> <p>9.9. New strategies had included the '100% Reward Club', to motivate and reward students with a pizza party for those who had maintained full attendance.</p> <p>9.10. It was acknowledged that the day of the party may not align with all students' College days, however, efforts were in place to improve the fairness of the timing, or to find other ways to reward those who could not attend.</p> <p><b>Resolved to</b></p> <p>9.11. <b>Approve the updates to the QIP 2023-24.</b></p> <p><u>Principal risk on safety and site security</u></p> <p>9.12. The risk around safety and site security had risen due to a series of thefts at the College.</p> <p>9.13. This had prompted some urgent, short term actions, to improve security at the College, and a deeper review of security on all campuses.</p> <p><u>Safeguarding Link Governor updates</u></p> <p>9.14. The Safeguarding Link Governors were now providing frequent verbal updates to the Academic Committee.</p> <p>9.15. At their meeting in March 2024, the single central record had been checked and recent and historical safeguarding issues, and the handling of them, was discussed.</p> <p><u>Quality Improvement presentation</u></p> <p>9.16. Kirsty Steer, the Direct of Quality Improvement, had given an impressive presentation on the College's quality improvement strategies to the Academic Committee.</p>	
<p><b>10. Finance and Resources Committee minutes (Decision)</b></p> <p><u><b>P6 and P7 Month Management Accounts to February 2024</b></u></p> <p>10.1. The most recent management accounts demonstrated a stable position, with the College's slight loss of income balanced by the savings on costs.</p>	



<p>10.2. Governors noted that the regular monthly management accounts were very helpful in keeping ahead of the College's financial management.</p> <p><b><u>Flex 2 Reforecast</u></b></p> <p>10.3. The Flex 2 reforecast reflected the reduction in 16-18 funding.</p> <p>10.4. The College were working to make some efficiency savings to deal with inflation and to retain a good pay award, which was currently deemed achievable.</p> <p><b>Resolved to</b></p> <p>10.5. <b>Note the report on the Period 6 results and approve the Flex 2 Reforecast.</b></p> <p><b><u>Human Resources</u></b></p> <p>10.6. Employee casework had reduced dramatically at the College compared to the last few years.</p> <p>10.7. Staff recruitment, retention and sickness absence remained the main people focus which management, supported by the Staff Council, were working to find more effective strategies for.</p> <p>10.8. The preference remained to recruit permanent staff over temporary staff, to reduce agency costs.</p> <p>10.9. The College provided flexible working and part-time opportunities where appropriate.</p>	
<p><b>11. Estates Committee Minutes (Decision)</b></p> <p><b><u>Mottingham Capital Project</u></b></p> <p>11.1. The College were awaiting sign off on the pre commencement conditions which had now all been fulfilled.</p> <p><b><u>Health and Safety Policy</u></b></p> <p>11.2. As the Health and Safety Policy had been omitted from the Decision Time papers, they would be circulated outside of the meeting to confirm approval.</p> <p><b>Resolved to</b></p> <p>11.3. <b>To adopt the revised Health and Safety Policy, following circulation and approval outside of the meeting.</b></p> <p>11.4. <b>Post meeting: Governors provided minor typos and approved the policy.</b></p> <p><b><u>Gunnersbury Park Lease</u></b></p> <p>11.5. Complex negotiations of the Gunnersbury Park Lease were ongoing and being supported by the Chair of Estates.</p> <p>11.6. Governors were updated on the history of the Gunnersbury Park lease.</p>	



<p>11.7. The Lease granted by the Hounslow and Ealing Councils to the CIC in 2018 was only for 7 years and, as such, did not have to be shown on the Land Registry.</p>	
<p><b>12. AOB – Mottingham Phase 2</b></p> <p>12.1. The order of the Estates investment priorities were discussed during the Strategy Day:</p> <ul style="list-style-type: none"> <li>a) Mottingham Phases 1 and 2</li> <li>b) Future of Crystal Palace</li> <li>c) Invest in Enfield (replace Hessayon Building / remove older buildings, improve student experience)</li> <li>d) Gunnersbury Park longer lease</li> <li>e) Regent’s Park replacement (potentially Zoo)</li> <li>f) Future of Forty Hall Farm</li> <li>g) Explore investment opportunities (e.g. Barking Riverside).</li> </ul> <p>12.2. Following earlier discussion at the Strategy Day, the Board agreed, in principle, to commence planning for a Mottingham Phase 2 capital works.</p> <p>12.3. This was on the basis that financing the project would not compromise or displace any other key estates projects at other sites.</p> <p><b>Resolved to</b></p> <p>12.4. <b>Agree, in principle, to commence planning of Mottingham Phase 2 on the basis of not compromising or displacing other key estates projects.</b></p>	
<p><b>12.5. AOB - Basis of Campus Tenures</b></p> <p>12.5. Following discussion at the Strategy Day and, in relation to the Gunnersbury Lease situation, it was:</p> <p><b>Resolved to</b></p> <p>12.6. <b>Agree that when possible the College should acquire freehold interests in respect of its Campuses. When this is not possible any Leasehold interest acquisition should be on a long leasehold basis and not contracted out of the Landlord and Tenant Acts such that on any expiration of a lease that the College has a right of renewal and compensation.</b></p>	
<p><b>13. Confidential Minutes/Matters Arising (Decision)</b></p> <p>13.1. As no further discussion was required, Governors noted the completed Confidential Matters Arising and approved the Confidential minutes without the need of a confidential meeting.</p> <p><b>Resolved to</b></p> <p>13.2. <b>Approve the Confidential minutes of the Full Governing Body meeting held on 13 December 2023 as a correct record and authorise the Chair to confirm them.</b></p>	

<b>14. Date of Next Meeting</b>  14.1. The next scheduled Full Governing Body and Training is on Wednesday 10 July, 2024 at Mottingham.	
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APPROVED MINUTES			
<b>CHAIR:</b>	Roger McClure	<b>DATE:</b>	10 July 2024
<b>APPROVAL:</b>	Remote confirmation: Approved.  Or signed:		