

## MINUTES

**Barnet and Southgate College Corporation**  
**Minutes of the Board Meeting**  
**held on Thursday 16<sup>th</sup> October 2025**  
**at 18:00 at Barnet Campus**

### Governors

#### Present:

Adam Goldstein, Chair  
 Neil Coker, CEO/Principal  
 Diane Moore  
 Cait O'Riordan  
 Thomas Streater  
 Tara Jayaratne  
 Becky Willis  
 Alex Middleton  
 Tulay Rashid-Grant  
 Phil Harding  
 Jenny Jarvis, Vice Chair  
 Dominic Abbott (Teams)  
 Mark Taylor  
 Amy de Campos  
 Omid Mehrizi

#### In attendance:

Victoria Cornwell-Lyon, Deputy Principal  
 Tracey McIntosh, Deputy Principal  
 Simon Evans-Evans, COO  
 Sarah Surrey, CFO  
 Mandi Osoba, Chief People Officer  
 Maxine Bagshaw, Director of Governance  
 James Edsberg, Observer (until 7.202pm)

| Item     | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Action |
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| <b>1</b> | <p><b>Preliminary items</b></p> <p><b>1) Apologies for absence</b></p> <p>Apologies for absence were received from Adam Morley (due to technical difficulties he was unable to join the meeting despite waiting to be admitted on teams).</p> <p>Chair welcomed Omid Mehrizi, new staff governor, Amy de Campos, new safeguarding lead governor and Mandi Osoba, new Chief People Officer to the meeting. Each provided a short biographical summary.</p> <p>Also welcomed to the meeting was James Edsberg, joining as an observer. It was explained that he was a former Southgate College</p> |        |

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|          | <p>governor prior to merger and that there is a proposal to be considered later in the meeting regarding his appointment as a new independent governor to this board.</p> <p><b>2) Declarations of interests</b></p> <p>Chair reminded everyone present to declare any interests that they may have on matters to be discussed. No specific declarations were made and standing declarations were noted.</p> <p><b>3) Quorum</b></p> <p>Director of Governance provided confirmation that the meeting was quorate.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| <b>2</b> | <p><b>Minutes of the previous meeting</b></p> <p><b>1) Minutes of the meeting held on 17<sup>th</sup> July 2025</b></p> <p>The minutes were reviewed, and it was agreed that they were an accurate record of discussions.</p> <p>AGREED: to approve the minutes of the meeting held on 17<sup>th</sup> July 2025.</p> <p><b>2) Matters arising and actions tracker</b></p> <p>There were no matters arising highlighted and board were happy to note the content of the action progress report provided. Specifically noting information provided in relation to dialogue with the unions and work underway to organise the college wide approach to policies and procedures.</p>                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| <b>3</b> | <p><b>CEO'S Report – Strategy Execution</b></p> <p>CEO referred to the detailed report circulated in advance of the meeting. Key matters highlighted were:</p> <ul style="list-style-type: none"> <li>• As part of the continuing process to achieve excellence in governance there is a proposed change of approach in relation to KPI tracking and reporting.</li> <li>• Whilst KPI's are important they can be monitored in more depth at each of the committees.</li> <li>• Proposal is that, at board level, governors have a focus on six 'Matters of Strategic Importance' (MSIs) as these are what will drive forward change.</li> <li>• Report includes suggested measures of success.</li> <li>• Proposal is that each of the committees conduct deep dives into elements.</li> <li>• All the MSIs track back to the strategic pillars.</li> <li>• Suggestion is that these six are the focus for board discussions at each meeting.</li> </ul> <p>One governor commented that the proposed six look sound and solid but that governors would need to 'dig a little deeper' to be</p> |  |

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|  | <p>clear what the baseline position is. He challenged whether there was enough of a focus on:</p> <ul style="list-style-type: none"> <li>• Leadership and/or,</li> <li>• Teaching and Learning given the new Ofsted framework.</li> </ul> <p>CEO expressed the view that there are many elements which should be considered as 'business as usual' e.g. Teaching and Learning, safeguarding etc and that, whilst they are important, they are discussed at committee level e.g. financial position.</p> <p>One governor challenged that the full board needs to have a line of sight and focus on financial resilience as the college cannot become complacent as there are strong headwinds to manage and monitor. Board discussed whether this could be incorporated within the MSI titled 'reputation management'.</p> <p>Challenge from one governor was whether six MSIs is too many. CEO responded that:</p> <ul style="list-style-type: none"> <li>• The strategic pillars need to be the framework which influence where governors focus their time.</li> <li>• These are the proposed MSIs for this academic year and not for all time.</li> <li>• September 2026 is when success will be measured.</li> </ul> <p>Additional comments and observations from governors included:</p> <ul style="list-style-type: none"> <li>• Two MSIs relate to staff. Can they be amalgamated.</li> <li>• EDI looks to be too focused on students</li> <li>• Should the college be focusing more on 'belonging', 'inclusion' etc</li> <li>• Be careful not to limit with percentages as these can be empty measures.</li> <li>• If certain aspects are not a focus for the board, then there needs to be confidence that they will be picked up elsewhere in committee business.</li> </ul> <p>One governor asked whether the MSIs are prioritised. CEO advised that they are not. He accepted that it may be too much to report on all six at each meeting and therefore suggested committee oversight at points in the year. He described these as the 'big change' items.</p> <p>Governors commented that:</p> <ul style="list-style-type: none"> <li>• It is really important to focus on what will make the college not just 'good' but 'exceptional'.</li> <li>• Community cohesion is a real current issue and therefore should be a priority.</li> <li>• Wellbeing should be a focus to reflect the focus that Ofsted now has.</li> <li>• Success measures need to be able to demonstrate progress, and this won't always be related to percentages. It will be harder for some elements to demonstrate achievement.</li> <li>• Given the significant leadership changes this year, this may need to be a board focus. In 2026/27 governors should then look at stretch and challenge.</li> </ul> |  |
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|   | <ul style="list-style-type: none"> <li>• Not enough is included about sustainability. Can this be incorporated within 'reputation' or 'community cohesion'? It is a risk to the organisation to lose sight of this.</li> <li>• Bring the elements together and avoid them being considered in silos</li> <li>• Can we include something about 'future proofing', which could then include green elements and AI etc.</li> </ul> <p>CEO expressed the view that the MSIs should all be about what is transformational i.e. what will really shift the dial.</p> <p>One governor asked whether any progress has been made in relation to accreditation opportunities. CEO advised that 'Centres of Excellence' previously discussed have not been progressed and that the aim now is on ensuring that the curriculum within departments is industry focused. All agreed that this would be a good contributor to 'reputation management'. One governor suggested that 'green' and 'sustainability' could be woven into the Southgate Masterplan.</p> <p>Question and challenge again was whether six are too many and can they be clustered into just four. It was agreed that it would be helpful to undertake a deep dive on each of the six at the March 2026 Development Day (CEO, March 2026).</p> <p>Requests from governors were:</p> <ul style="list-style-type: none"> <li>• Map the position against committee work plans to give assurance that business as usual is being dealt with.</li> <li>• Board to see tangible movement with progress reported/evidenced at each meeting.</li> <li>• Clarity in relation to what leadership will look like to take each of these changes forward. This will potentially feed into professional development.</li> </ul> <p>AGREED to support the proposal, taking into consideration comments and observations during the meeting, that MSIs should be the key monitoring mechanism at board level in 2025/26</p> | * |
| 4 | <p><b>CEO's General Update Report</b></p> <p>CEO presented his detailed report and particularly referred to several elements, including:</p> <p>(i) <u>Boreham Wood Football Club Partnership</u></p> <p>CEO expressed the view that the timing is right to revisit this partnership, particularly because of increased confidence in relation to improved quality. He acknowledged that the historic position had led to challenges, including financial arrangements, personalities and quality but that there was reason to be optimistic that things had changed for the better.</p> <p>Questions from governors included:</p> <ul style="list-style-type: none"> <li>• Would there be any negative impact on the current arrangements with Tottenham and Juventus? CEO</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |   |

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|  | <p>confirmed that there wouldn't be any and that they should happily co-exist. He confirmed that there is sufficient demand for the provision being considered.</p> <ul style="list-style-type: none"> <li>• 'Conflicts of interest' are alluded to in relation to prior partnership arrangements, what were these? CEO explained that it was how students were recruited. He explained that in the new arrangements provision will all be at the club and there will be no 'infill'. College would be looking at a transfer of student numbers from SCL.</li> <li>• Will it be sub-contracting? CEO confirmed that it would be, but would limited to coaching and not teaching.</li> <li>• What is the biggest benefit and why Boreham Wood as they are not at the same level as Tottenham and Juventus? CEO explained that there is a place for Boreham Wood as it is local and accessible. There are college students who actually went on to play for Boreham Wood. They provide a real opportunity to play for them.</li> <li>• Any opportunities with Barnet Football Club? CEO advised that unfortunately no.</li> </ul> <p>Challenge from the board was to position the arrangements within a wider sports strategy. They asked that an update and review opportunity be given to governors before anything is signed.</p> <p>(ii) <u>Accreditation by the Chartered Institute of Further Education</u></p> <p>Governors noted the update provided and commented that the application appeared to involve a lot of work and they therefore asked whether the college misses out on anything by not having accreditation. CEO confirmed that it is hugely important within the FE sector and would be very worthwhile to secure. He advised that there would also be benefits for staff as they can apply for fellowship. He explained that the application is an iterative process with constructive and supportive feedback provided throughout.</p> <p>(iii) <u>Branding</u></p> <p>Discussion points included:</p> <ul style="list-style-type: none"> <li>• Given the attainment improvements this year, this really needs to start to come through in marketing/branding materials.</li> <li>• Is there any negative impact of not progressing with the previously proposed 'North London College' name? CEO expressed the view that:             <ul style="list-style-type: none"> <li>- There is no negative impact</li> <li>- Reputation is more important than brand</li> <li>- College does not want to take the risk of being associated with the current 'North London College'.</li> </ul> </li> <li>• Challenge from the board was that 'Barnet and Southgate College' doesn't really explain what the organisation does now.</li> </ul> |  |
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|          | <ul style="list-style-type: none"> <li>• Don't let go of the possibility of a name change. Look at other name options</li> <li>• College will not get a second chance to reintroduce itself</li> <li>• Look at a rebrand that really celebrates what the organisation is about</li> </ul> <p>It was agreed that an update would come back to the December board meeting (CEO, December 2025).</p> <p>(iv) <u>Policy Assurance</u></p> <p>Challenge from governors was that the organisation really needs to have a policy framework. CEO confirmed that this is being developed.</p> <p>(v) <u>Curriculum reviews to ensure they are industry focused</u></p> <p>It was agreed that the outcome of the process would be shared with the QTSE committee (Deputy Principal, January 2026)</p> <p>(vi) <u>Southgate Masterplan</u></p> <p>CEO described this as a real opportunity for the college as soon as funding is found to support. This is part of a much broader local strategy. Chair of the PSSG advised that he has been able to meet with the COO to discuss in more detail and he is assured that the strategy is very coherent with clear links to other college plans e.g. the Curriculum Strategy. CEO advised that there may be opportunities to seek commercial funding e.g. CTECs and therefore it is important to have 'shovel ready' projects which can proceed at pace if and when funding becomes available.</p> <p>COO advised that there is a modular approach to refreshing and regenerating the site, rather than knocking down and rebuilding. Governors were given assurance that the organisation is always looking for ways to deliver on ambitious plans for the future. It was confirmed that proof of concept is in place for modular progression.</p> <p>AGREED to note the content of the update provided.</p> | <p>*</p> <p>*</p> |
| <b>5</b> | <p><b>Tudor Hall and Elm Road Sales</b></p> <p>COO presented the detailed report and highlighted several key elements.</p> <p>(i) <u>Elm Road</u></p> <ul style="list-style-type: none"> <li>• Lloyds have now indicated that they expect the college to pay off part of the loan from the proceeds of sale. This is 60% of the £1.1million</li> <li>• This will have a significant impact on future investment plans already formulated.</li> <li>• College has 'pushed back' as this is different to the previously communicated position by them. College is</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |

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|          | <p>looking at the variables but will have to prioritise whatever funds remain.</p> <ul style="list-style-type: none"> <li>Board all agreed that this was a very disappointing position for Lloyds to be taking at such a late stage.</li> </ul> <p>(ii) <u>Tudor Hall</u></p> <ul style="list-style-type: none"> <li>Unfortunately, the most recent agreed purchaser has now pulled out. College is putting a pause on the process and is looking at several options.</li> </ul> <p>Governors asked whether it is possible to look at a change of use application. COO confirmed that this is being considered with a view to potentially letting the building.</p> <p>AGREED to<br/>A, note the content of the update provided, and<br/>B, authorise the use of the Corporation Seal on the transfer agreement for the sale of land at Elm Road.</p> <p>(James Edsberg left the meeting at 7.20pm)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| <b>6</b> | <p><b>2025 Outcomes</b></p> <p>Deputy Principal provided a presentation to accompany her summary report. She also referred to the QTSE meeting minutes where emerging data information was shared. Key matters highlighted were:</p> <ul style="list-style-type: none"> <li>Overall position is now 87%. This compares with the national average of 87.5%</li> <li>This is a 3.3% increase on prior year.</li> <li>Pass rates have increased. College is exceeding national averages for 'all', 16-18 and 19+</li> <li>There has been a modest improvement in retention, particularly for 16-18. Position is now only 1.1% below national average, however the college expected more than this given the investments made.</li> <li>Retention position is still disappointing and there is still much more to do.</li> <li>Improvements by level have been made but not for all.</li> <li>College is pleased with Entry and L1 improvements.</li> <li>L3 has also improved.</li> <li>L2 has declined by 0.6%. This was impacted by the purposeful decision to change from Functional Skills to GCSEs. College is now better able to measure progress within GCSEs. Functional Skills was just a 'pass' or 'fail' position. College always knew that the strategy would take several years to level out. College will be able to demonstrate more sustained progress.</li> <li>GCSE high grades were a pleasant surprise for both maths and English.</li> <li>Significant achievement improvements for those with EHCPs, +8.8% overall. However, there is still a significant gap when compared to those with non-EHCPs. This needs to be a real focus to ensure inclusion.</li> </ul> |  |

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|          | <p>Governors all agreed that, whilst focusing on improvements needed it is important not to lose sight of the achievements. Committee chair confirmed that QTSE will be undertaking deeper analysis in relation to the departmental variations. Board all agreed that it was pleasing to see the overall direction of travel.</p> <p>In relation to targets proposed for 2025/26 one governor asked whether a further 5% increase on 'overall' was achievable in one academic year. Deputy Principal expressed the view that it is achievable and will reflect a lot of the hard work done in 2024/25.</p> <p>Board noted the improvements see for A Level high attainers and all agreed this was a great step forward.</p> <p>AGREED to note the content of the update provided.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| <b>7</b> | <p><b>Governance</b></p> <p>Director of Governance referred to the detailed report provided, and the recommendations presented for approval. Governors all agreed that the proposals put forward were self- explanatory and based upon this were happy to approve.</p> <p>Tara Jayaratne and Phil Harding provided an update on student governor the recruitment process and interviews completed this week. Key matters highlighted were:</p> <ul style="list-style-type: none"> <li>• College had an absolutely fantastic response to the recruitment campaign, with 20 written applications received.</li> <li>• 7 students were shortlisted and 6 interviewed (one withdrew).</li> <li>• Recommendation is the appointment of Jasmine Walters Rosewell and Amy Cooper</li> </ul> <p>Director of Governance provided an update on the academic staff governor election process.</p> <p>AGREED to approve:</p> <ol style="list-style-type: none"> <li>1, the appointment of Omid Mehrizi as a Staff Governor (Business Support) from 16<sup>th</sup> October 2025 to 16<sup>th</sup> October 2029</li> <li>2, the appointment of Fitwe Kebede as a Staff Governor (Academic) from 16<sup>th</sup> October 2025 to 16<sup>th</sup> October 2029</li> <li>3, the appointment of Jasmine Walters Rosewell as a Student Governor from 16<sup>th</sup> October 2025 to 31<sup>st</sup> July 2026</li> <li>4, the appointment of Amy Cooper as a Student Governor from 16<sup>th</sup> October 2025 to 31<sup>st</sup> July 2026</li> <li>5, the term of office/appointment extension for Adam Goldstein to 31<sup>st</sup> July 2026</li> <li>6, the proposal that current Vice Chair, Jenny Jarvis, transition to the role of Chair on 1<sup>st</sup> August 2026.</li> <li>7, the term of office/appointment extension for Cait O'Riordan to 31<sup>st</sup> December 2028</li> <li>8, the appointment of James Edsberg as an Independent Governor from 16<sup>th</sup> October 2025 to 16<sup>th</sup> October 2029</li> </ol> |  |

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| 8  | <p><b>Report from PSSG</b></p> <p>Committee Chair referred to the detailed minutes of the last meeting and the summary report. He confirmed that the vast majority of points to raise had already been discussed. Key matters highlighted were:</p> <ul style="list-style-type: none"> <li>• Group membership</li> <li>• Potential for this group to transition into a wider 'transformation' role. This would continue to include property aspects, but transformation is much broader. There is the potential to include oversight of the MSIs.</li> </ul> <p>AGREED to note the content of the update provided, the summary note and meeting minutes.</p>                                                                                                                                                                                                                                                                                                                                         |  |
| 9  | <p><b>Report from Audit &amp; Risk Committee</b></p> <p>Committee Chair referred to the detailed minutes of the last meeting and the summary report. Key matters highlighted were:</p> <ul style="list-style-type: none"> <li>• Committee very pleased to have Sarah Surrey in the permanent CFO role.</li> <li>• External audit is underway.</li> <li>• External auditors are new this year and therefore it is important to set clear expectations.</li> <li>• Internal auditors provided their 2024/25 annual report; <ul style="list-style-type: none"> <li>- College is generally in a good position</li> <li>- Expectation is that the levels of assurance can be improved.</li> <li>- Clear steer from the committee is to avoid 'soft targets'.</li> </ul> </li> <li>• Deeper dive on the college approach to risk is planned for this academic year.</li> </ul> <p>AGREED to note the content of the update provided, the summary note and meeting minutes.</p>                             |  |
| 10 | <p><b>Report from QTSE Committee</b></p> <p>Committee Chair referred to the detailed minutes of the last meeting and the summary report. Key matters highlighted were:</p> <ul style="list-style-type: none"> <li>• Committee pleased to have Amy de Campos, new safeguarding lead governor, join the group.</li> <li>• Strong assurance provided in the safeguarding report however committee asked that, going forward a more succinct summary also be provided to give a key overview and judgements.</li> <li>• 2024/25 SAR is planned to be considered on 11<sup>th</sup> November and all governors are invited to join this session.</li> <li>• There was a focus on enrichment during discussions.</li> <li>• EIF includes new expectations for governors, and the board will need to be mindful of these. Director of Governance is to provide a summary of all statutory duties so that the position is clear</li> <li>• AI used innovatively to measure committee performance.</li> </ul> |  |

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|           | <ul style="list-style-type: none"> <li>There is some planned restructuring of the committee agendas. This is to ensure the right balance between business, assurance and strategic items.</li> </ul> <p>AGREED to<br/>A, note the content of the update provided, the summary note and meeting minutes.<br/>B, approve continuation of the current Safeguarding Policy unchanged for 2025/26</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| <b>11</b> | <p><b>Report from Finance Committee</b></p> <p>Committee Chair referred to the summary note and detailed minutes of the meeting. Key matters highlighted were:</p> <ul style="list-style-type: none"> <li>Great to have the new CFO in post.</li> <li>Financial Regulations – what is presented is the first stage of amendments proposed.</li> <li>Student enrolment looks to be positive. Even if withdrawals reach the same point as last year college expects to be 100%+ of allocation.</li> <li>External auditors have completed their first review with no issues identified, which is reassuring.</li> <li>College finances look to be in a good position as at July 2025.</li> <li>Finance team are in the very early stages of reviewing 2025/26 position. Intention is to retest all the forecasts and assumptions ready for the meeting planned in January 2026.</li> </ul> <p>Boards attention was drawn to several documents recommended for approval.</p> <p>AGREED to<br/>1, note the content of the summary, meeting minutes and update provided.<br/>2, approve the Reserves Policy as presented<br/>3, approve the Modern Slavery Statement as presented<br/>4, approve the amendments to the Financial Regulations as presented</p> |  |
| <b>12</b> | <p><b>AOB</b></p> <p>There were no items for this meeting.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| <b>13</b> | <p><b>Date and Time of Next Meeting</b></p> <p>This was confirmed as Wednesday 17<sup>th</sup> December 2025 at 6pm</p> <p>Meeting closed at 8.10pm</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| <b>14</b> | <p><b>Confidential Items</b></p> <p>It was agreed that confidential discussions would be recorded separately.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |

