

MORLEY COLLEGE LONDON



GOVERNING BODY

Minutes of a Meeting held at Morley College, 61 Westminster Bridge Road London SE1 7HT on Monday, 10 December 2018 at 5.00 pm.

Present:

Mr Peter Davies, External Governor (**Chair**)
Dr Stuart Edwards, External Governor (**Vice-chair**)
Mr Martin Bamford, Student Governor (Items 1-21.2 only)
Miss Justine Brian, External Governor
Mr Nic Durston, External Governor
Ms Pauline Egan, External Governor
Dr Andrew Gower, Principal and Governor (Items 1-21.4 only)
Mr Luke Howson, Staff Governor (Items 1-21.2 only)
Dr Steve Ketteridge, External Governor
Mr Victor Olowe, External Governor
Ms Sara Robertson-Jonas, Staff Governor (Items 1-21.2 only)
Ms Heather Smith, External Governor
Dr Fiona Stephen, External Governor

In attendance:

Mr Kevin Jones, Director of Finance (Items 1-21.2 only)
Mr Marco Macchitella, Deputy Principal (Items 1-21.2 only)
Mr Nick Rampley, Vice-Principal (Items 1-21.2 only)
Dr Bolatito Ariyo, Head of School of Humanities and Applied Science (Items 1-3 only)
Ms Yolanda Fernandez, Programme Manager, Languages (Items 1-3 only)
Dr Florence Marfo, Programme Manager, Languages (Items 1-3 only)
Mr Martin McNeill, Clerk to the Governing Body and Company Secretary (Items 1-21.5 only)

Absent:

Ms Heather Fry, External Governor
Ms Marilyn McMenemy, External Governor
Mr Mash Seriki, External Governor

RESOLUTIONS

- To confirm the minutes of the meeting held on 15 October 2018 (Minute 4)
- To confirm the confidential minutes of the meeting held on 15 October 2018 (Minute 4)
- To approve the continuation of the approach taken to KPI target setting for 2016-17 and 2017-18 (Minute 5.6)
- To submit a revised proposal to Kensington and Chelsea College (KCC) incorporating the amendments proposed (Minute 9.8)
- To approve the Annual Report and Financial Statements for 2017-18 subject to seven amendments (Minute 11.4)
- To authorise the Chair to sign the Report of the Governing Body and Strategic Report and the Statement of Responsibilities of the Governing Body, and the Chair and Principal to sign the Statement of Corporate Governance and Internal Control, the Statement of

Regularity, Propriety and Compliance and the confirmation that the financial statements have been approved and authorised (Minute 11.5)

- To authorise the Chair and Principal to sign the Letters of Representation addressed to the financial statements and regularity auditors (Minute 11.6)
 - To approve the Self-assessment Report for 2017-18, subject to the correction of some typographical and grammatical errors (Minute 12.4)
 - To approve the Quality Enhancement Plan for 2018-19 (Minute 12.5)
 - To approve the Governance Self-assessment Report for 2017-18 (Minute 13)
 - To approve the Equality and Diversity Action Plan for 2018-19 (Minute 14)
 - To approve the Quality Enhancement Plan for Higher Education for 2018-19 (Minute 15.3)
 - To ratify the decision of the Chair, taken on the advice of the Quality and Standards Committee, to authorise the Principal to sign the Annual Assurance Statement for HE (Minute 15.3)
 - To approve a revised Treasury Management Policy, subject to one amendment (Minute 16.3)
 - To amend the 2018-19 Internal Audit Plan to substitute a review of health, safety and sustainability arrangements for the planned review of learner number controls (Minute 17.2)
 - To note that five risks in Section 2 of the Risk Register are rated 'high' for impact and that two of those risks and three others are currently rated above target (Minute 17.3)
 - To approve the Preventing Extremism and Radicalisation Policy (Minute 17.4)
 - To approve a change in the terms of reference of the Finance, Resources and Fundraising Committee (Minute 18)
 - To approve a revised Work Programme for 2018-19, subject to one amendment (Minute 19.2)
 - To appoint Pauline Egan as Vice-chair of the Governing Body from 1 January to 31 July 2019 (Minute 20.1)
 - To appoint Stuart Edwards to the Remuneration Committee from 1 January 2019 (Minute 20.2)
 - To thank Peter Davies for his outstanding leadership of the Board over the last four years (Minute 22)
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1. Apologies for absence and quorum

Apologies for absence were received from Heather Fry, Marilyn McMenemy and Mash Seriki. The Clerk confirmed that the meeting was quorate. He reported the resignation from the Board, for health reasons, of Mustafa Korel, which was accepted with regret.

2. Welcome, introduction and declarations of interest

- 2.1. The Chair welcomed Kevin Jones to his first meeting since his appointment as Director of Finance. There was a heavy agenda in front of the Board, but a great deal of work had been done by the committees, which had discharged their responsibilities conscientiously; the Board could take a high level of assurance from their minutes. 2017-18 had been a very good year for the College in many different ways and all staff should be congratulated on what had been achieved.
- 2.2. The Chair then referred to the late despatch of papers on this occasion. While there had been some extenuating circumstances, it was important that this should not recur. He asked the SMT and the Clerk to consider whether in future years some items could be moved from this agenda to that of the October or March meeting.

3. Programme area presentation

- 3.1. The Programme Managers for Modern Languages gave the Board an introduction to the range of courses that Morley provided in 12-15 languages. They offered many different types of course and attracted a wide range of students, the common element being a focus on practical speaking and writing skills. Students often under-estimated the difficulty of a language course, and that might be a reason why retention, attendance and achievement rates were all around three per cent below the Morley average.
- 3.2. The team was working to improve those figures. They were currently experimenting with new types of class, including intensive pronunciation classes, breakfast classes and classes with a more social focus, as well as bolt-on classes for HE students, following the pattern adopted by many HEIs. They were also exploring new, specialist markets for language skills.
- 3.3. In answer to questions from governors, the programme managers said that, in the face of strong competition from the private sector and from alternative learning methods, they were working to differentiate the Morley offering: the social aspect of learning at Morley continued to influence many learners, while the commitment to 80-100 per cent immersion in the language during lesson time helped to ensure rapid progress. At the same time, materials were all now available on line (via Moodle or Google), providing more flexibility for students who might wish to consolidate their learning outside lesson times.

4. Minutes

The minutes (including the confidential minutes) of the meeting held on 15 October 2018 were confirmed as a correct record and it was agreed that they should be signed by the Chair.

5. Matters arising

17 July 2017: Minute 11.3 Audit Committee (risk register)

- 5.1. It was agreed that, following the change of Finance Director, the new Risk Management Framework would now be discussed in the spring term.

11 December 2017: Minute 5.2 Principal's Report (Google classroom)

11 December 2017: Minute 7.4 SAR and QEP (progress and progression)

- 5.2. Governors noted that the content of the Governor Engagement Programme would be considered further by the Search and Governance Committee in the spring term.

11 December 2017: Minute 7.8 SAR and QEP (ESOL)

- 5.3. The Clerk reported that the Quality and Standards Committee was expecting to have the opportunity to consider case studies in March 2019 and at subsequent meetings.

26 March 2018: Minute 7.15 College performance (succession planning)

- 5.4. Governors were pleased to note that accredited management training was now being made available for programme managers.

16 July 2018: Minute 8.1 FRF Committee (fundraising)

- 5.5. It was agreed that the issue of governor involvement in the fundraising campaign should be considered in the spring term. An initial meeting of the Steering Group had been scheduled for 24 January.

15 October 2018: Minute 10.2 SG Committee (Senior Staff Remuneration Code)

5.6. The Clerk reported that the response to the consultation had been agreed and submitted to the AoC. Other issues would be discussed by the Remuneration Committee at its next meeting.

Other matters

5.7. Governors were content that all other outstanding actions had been satisfactorily addressed or were not yet due to be addressed.

6. College performance in 2017-18

6.1. The Board accepted the view expressed by the committees that, even though some KPI targets had not been met, the College had performed well overall. There was still more work to do to recruit and retain students at Level 3 and above and to improve achievement rates on accredited courses, as well as levels of room utilisation. The rate of progression from community-based to college-based learning was, however, agreed to be exceptional and a matter for congratulation.

6.2. Questioned about the apparent dip in staff satisfaction from its previous (very high) level, the Principal said that the timing of the 2018 staff survey had been unfortunate. It had come at a time when a number of staff had been affected by operational difficulties in the payroll team. He believed that, following the appointment of a new payroll manager, the problems had been addressed and would not recur.

6.3. Some governors were also concerned about what they saw as high rates of attrition among managers. It was agreed that the Finance, Resources and Fundraising Committee should consider further at its February meeting whether there were any underlying issues that needed to be addressed.

7. Principal's Report

7.1. Introducing his report, the Principal drew governors' attention to the new Education Inspection Framework that Ofsted was expected to introduce from September 2019. This gave a more central place to the curriculum than the Common Inspection Framework currently in use and emphasised the quality of education overall rather than focusing solely on outcomes. It was agreed that the proposed changes were, in principle, welcome.

7.2. Governors were also pleased to learn about the strengthening relationship with the London Borough of Southwark. The Principal, Vice Principal and Student Services manager were all actively involved with groups taking forward the implementation of the Skills Strategy that had been discussed at the Strategy Development Session in June.

7.3. The Principal drew governors' attention to a number of significant appointments that had been made, including those of Simon Farley as Fundraising Campaign Director and of Marc Jordan as Head of the School of Community and Foundation Learning and Engagement, where he would replace Dragana Ramsden (currently Head of the Centre for Community Learning and Engagement) who had moved to a senior role in another Institute for Adult Learning. Interviews had also taken place to select a new Head of Marketing and Communications to replace Alice Ross, who was moving abroad with her family; the Principal expected to be able to make an offer to a well-qualified candidate within the next few days.

7.4. Asked about the future arrangements for distributing the Adult Education Budget, the Principal said that the College was unlikely to receive the same level of funding for 'over-delivery' as had been available in recent years. There was, however,

expected to be greater flexibility in-year. Governors asked for the Finance, Resources and Fundraising Committee to receive a report comparing the old and new regimes

8. Property Strategy

- 8.1. The Vice Principal told the Board that the College had now taken possession of the new foyer; the Student Services team had relocated there, and Reception was operating as intended.
- 8.2. Unfortunately, however, work had come to a halt following the announcement on 26 November by the main contractors that they were seeking to go into administration. This had been followed by formal confirmation three days later. Up to 30 per cent of the project remained unfinished.
- 8.3. The Vice Principal reported that, since then, arrangements had been made with sub-contractors to complete the internal works under the direct supervision of the College. In relation to the external works, he hoped that one of the existing sub-contractors would take responsibility for the completion of the entrance tower. The works to the courtyard and entrance would, however, require a new main contractor because of the complexity of the work and the number of trades involved. The project was not now likely to be complete until the end of the spring term.
- 8.4. In answer to questions, the Vice Principal said that there would inevitably be additional costs for the College, which he expected to exceed what remained of the original contingency sum of £170k; part of this contingency had already been used. There would also be significant losses for some sub-contractors; these might be mitigated if the project could be taken forward to a conclusion. On the positive side, there were a number of competent managerial and supervisory staff now available who might be in a position to support the College in completing the project.
- 8.5. It was agreed that the key decision was about the extent to which the benefits of moving more quickly to complete the project (probably through the appointment of a project manager) outweighed the additional costs. Governors were conscious that additional money spent on Phase 1a would reduce the amount available for spending on Phase 1b, which was due to start in the summer of 2019. This was a matter on which the SMT would need to make a judgement. In the mean time, it was reassuring to hear that due diligence conducted by the GLA's independent monitoring team had validated the approach taken by the College in selecting the main contractor.
- 8.6. Governors asked to be kept informed of developments, and also asked the Vice Principal to look again at making use of the available advertising space on the site hoardings; this would now be available for longer than had been expected, and should be taken as an opportunity to publicise the work of the College.

9. Kensington and Chelsea College (KCC)

See confidential minutes

10. College performance in 2018-19

The Board was pleased to note that the surplus for the first quarter of the financial year was £66k above budget, and that cash reserves, while below historic levels as a result of the capital investments that had been made, remained above forecast. Asked whether the £141k shortfall in fee income should be a cause for concern, the Director of Finance said that he would have expected a higher level of income, as enrolments were in line with those for the first quarter of 2017-18 and fee rates had risen. He said that he would

investigate all the significant variances before presenting the half-year accounts to the Finance, Resources and Fundraising Committee in February.

11. Annual Report and Financial Statements

- 11.1. The Board was pleased to receive the Annual Report of the Audit Committee, and thanked the Committee for the work that it had done throughout the year to obtain assurance on risk management and governance matters. Governors noted that the attached Internal Audit Annual Report contained an error: the total number of recommendations arising from the GDPR and IT Controls reviews had in fact been higher (not lower as stated) than at other organisations. It was, however, recognised that all these recommendations had arisen from the GDPR review, which had been undertaken at a time when the College was still preparing for the introduction of the new regulation.
- 11.2. In relation to the Audit Findings Report from the External Auditor, governors noted that, for the second year running, the auditor had reported difficulty in obtaining timely information. The Director of Finance explained that the staff performance issues in the Finance team had been of an operational nature and not such as to compromise the integrity of finance systems or the financial information produced. He assured the Board that a stable team was now in place and systems were running well. The efficiency of the audit preparation process had, however, inevitably been reduced by the changes in key personnel, including a change of Finance Director at the end of October.
- 11.3. Turning to the Annual Report, governors welcomed the improvement in the narrative content, but asked that more should be done to make the report more engaging for the reader, as suggested by the Audit Committee. The Director of Finance said that it was his intention to publish an illustrated version of the Report and Accounts in the new year and to introduce further enhancements in 2019. Two specific changes were requested: greater clarity about the performance targets that the Governing Body had set; and (if appropriate) an explanation of any significant rise in staff costs (this year largely due to pension fund changes – a fact that might not be obvious to the general reader).
- 11.4. The Board agreed to approve the Report and Accounts with the following amendments:
- a) Page 6 – Nature, objectives and strategies, add:
'The College is registered as Morley College Limited and uses Morley College London for branding and trading purposes.'
 - b) Page 13 – Future prospects and going concern, change:
'Outstanding financial health' to 'Good financial health'
 - c) Page 13 – Buildings and accommodation, add:
During the summer of 2017, the College was offered the opportunity to establish an additional site renting a community centre in Stockwell. The site is similar to the existing provision at Lewington and was quickly brought into active use to deliver a range of courses on site. This provision is now being enhanced and aligned with community needs for 2018/19.
 - d) Page 14 – Staff and student involvement, change:
'The College monitors all formal complaints as well as reviewing its processes to ensure all matters are resolved in line with the College's policies' to 'The College values and actively seeks feedback from all users of its services, particularly students. It monitors all formal complaints as well as reviewing its processes to ensure all matters are resolved in line with the College's policies.'

- e) Page 51 – Note 12: Capital Commitments, change:
'At 31 July 2018 the College had made outstanding commitments of £196,000 (2017: £328,000) in connection with remodelling and refurbishment of classrooms and office areas.' to 'At 31 July 2018, the College had no outstanding commitments in connection with remodelling and refurbishment of classrooms and office areas (2017: £328,000).'

(The Director of Finance explained that while the College had detailed plans in place at the year-end to spend £196k on capital programme, these did not represent commitments for financial reporting purposes.)

- f) Page 63- Note 19: Investments, change:

'Bursary Fund

The Bursary Fund has been established to supplement the restricted funds held to provide support for learners to attend College whose financial circumstances otherwise preclude them from doing so.' to

'COIF Bursary Fund

This unrestricted Bursary Fund was established to supplement the restricted bursary fund, and is held to provide support for learners to attend College whose financial circumstances otherwise preclude them from doing so.'

- g) Page 64 – Note 21: Defined benefit obligations, change:

'Contributions amounting to £196k were payable to the schemes as at 31 July 2018 and are included in creditors (£32k in 2017).' to 'Contributions amounting to £112k were payable to the schemes as at 31 July 2018 and are included in creditors (£32k in 2017).'

11.5. The Board authorised the Chair to sign the Report of the Governing Body and Strategic Report and the Statement of Responsibilities of the Governing Body, and the Chair and Principal to sign the Statement of Corporate Governance and Internal Control, the Statement of Regularity, Propriety and Compliance and the confirmation that the financial statements have been approved and authorised.

11.6. The Board also authorised the Chair and Principal to sign the Letters of Representation addressed to the financial statements and regularity auditors.

12. SAR and QEP

12.1. Governors agreed that the SAR told a convincing story and supported the judgement that, while overall the College was close to being 'outstanding' in Ofsted terms, student outcomes in some area still clearly fell short of expectations and the quality of learning, teaching and assessment did not yet appear to be consistent across the College.

12.2. Asked how Ofsted might make a judgement on learning, teaching and assessment, the Deputy Principal said that inspectors did not look to award a numerical score. They would, however, examine the consistency of the College's approach, the actions being taken to improve professional practice and the impact of those actions in terms of student progress and the achievement of learning goals. He accepted that it had taken the College longer than expected to develop its approach to monitoring learning, teaching and assessment following the move to developmental lesson observations, but he believed that the systems now in place would enable sound judgements to be made. He would be presenting evidence to the Quality and Standards Committee in March based on observations undertaken in the autumn term of 2018 and would continue to report termly thereafter.

- 12.3. Governors noted that the SAR had been subject to external moderation at both team and whole-College level. This served to reinforce their confidence in the professional judgements made by the SMT. It was agreed that it would be helpful in future years to include a brief account of how the judgements in the SAR had been validated.
- 12.4. The Board approved the SAR as an accurate assessment of the quality of the educational provision offered by the College, but asked for some revisions (including correction of typographical and grammatical errors) to make it an easier read. In some areas it would be helpful to be clear about what was meant by words such as 'many' or 'most'.
- 12.5. The Board also approved the QEP, which was agreed to be a more sharply focused document, with convincing detail of the actions to be taken. Where there might appear to be too much detail, the Deputy Principal explained that this was to assist senior tutors working to improve learning, teaching and assessment across a number of areas for which they were not directly responsible; some of these areas undertook activities with which the senior tutors might not be familiar. Across all areas, however, the QEP was underpinned by local QEPs setting out the actions to be taken by each team.
- 12.6. Governors particularly welcomed the decision to give the highest priority to enhancing achievement on ESOL accredited courses. The Deputy Principal said that he expected to see major improvements over the next six months; governors would undoubtedly want to review the impact of the changes that were being introduced.

13. Governance SAR

The Board agreed to approve the draft Governance SAR for 2017-18 and asked the Search and Governance Committee to consider a QEP for 2018-19 that addressed the four areas for enhancement identified.

14. Equality and Diversity

Governors welcomed the draft Equality and Diversity Report for 2017-18 and agreed to approve the Action Plan for 2018-19.

15. Quality and Standards Committee

- 15.1. The Board was pleased to receive the draft minutes of the Committee's most recent meeting, which demonstrated careful scrutiny of the KPIs and provided a high level of assurance.
- 15.2. The Annual Report of the Committee was received and considered. It was agreed that the Committee had properly fulfilled its terms of reference in 2017-18, and that no immediate changes to those terms of reference were required. Governors agreed that, while the College's success in attracting a very diverse range of students to advanced and higher learning was a cause for celebration, the cost implications would need to be carefully monitored.
- 15.3. The Board agreed to approve the HE QEP for 2018-19 and to ratify the decision of the Chair, taken on the advice of the Quality and Standards Committee, to authorise the Principal to sign the Annual Assurance Statement for HE.
- 15.4. Asked when the College might expect its Health and Social Care HND course to be 'unblocked', the Deputy Principal said that he expected a positive decision in the very near future.

16. Finance, Resources and Fundraising Committee

- 16.1. The draft minutes of the Finance, Resources and Fundraising Committee were received. Governors valued the scrutiny that the Committee had given to the Annual HR Report, and were pleased to note that it would be continuing to monitor staff satisfaction and staff development issues.
- 16.2. The Annual Report of the Committee was received and considered. It was agreed that the Committee had properly fulfilled its terms of reference in 2017-18, and welcomed the attention that it had given to staff costs, to HR matters in general and to property management. It was agreed that no changes to the Committee's terms of reference were required, other than the change proposed later on the agenda of this meeting (Item 18).
- 16.3. The Board received and considered the annual Health and Safety Report and agreed to approve the revised Treasury Management Policy, subject to the deletion of the words 'excluding major capital spend' from the second paragraph of the 'Liquidity' section of Schedule A.

17. Audit Committee

- 17.1. See confidential minutes
- 17.2. The Board agreed to amend the 2018-19 Internal Audit Plan to substitute a review of health, safety and sustainability arrangements for the planned review of learner number controls, which would duplicate work recently undertaken by the ESFA.
- 17.3. Reviewing Section 2 of the Risk Register, the Board noted that there were five risks rated 'high' for impact; two of those risks and three others had a current risk rating above their target rating. The Audit Committee was asked to pay careful attention to the Risk management Committee's assessments of likelihood, some of which were lower than might have been expected. Noting that the development of a new Risk Management Framework had been held up by changes in the Finance team, governors looked forward to receiving detailed proposals in March.
- 17.4. The Board also approved the draft Preventing Extremism and Radicalisation Policy and thanked the Vice Principal for his work on this.

18. Committee Terms of Reference

The Board agreed to approve the proposed change to the terms of reference of the Finance, Resources and Fundraising Committee to include a specific responsibility for monitoring sustainability.

19. Work Programme

- 19.1. The revised Work Programme for 2018-19 was approved, subject to consideration of a review of Financial Regulations due in the spring term being assigned to the Audit Committee rather than the Finance, Resources and Fundraising Committee as shown.
- 19.2. The Chair reminded governors that an additional board meeting and a Remuneration Committee meeting were likely to be arranged in the spring term. The purpose of the board meeting would be to consider the next steps should KCC indicate that, in principle, it wished to pursue Morley's offer to become its merger partner.

20. Governor appointments

- 20.1. Stuart Edwards, seconded by Heather Smith, nominated Pauline Egan to serve as Vice-chair of the Governing Body from 1 January to 31 July 2019 and in the absence of any other nominations she was duly elected.
- 20.2. Pauline Egan, seconded by Heather Smith, proposed and it was agreed that Stuart Edwards should be appointed to the Remuneration Committee.

21. Remuneration Committee

- 21.1. The Board was pleased to receive the draft minutes of the Committee’s most recent meeting, which demonstrated careful scrutiny of the KPIs and provided a high level of assurance. The Clerk reported that the revised disciplinary, capability and grievance procedures for senior post-holders were being amended in the light of the Committee’s comments, and would come to the Board in March.
- 21.2. The Annual Report of the Committee was received and considered. It was agreed that the Committee had properly fulfilled its terms of reference in 2017-18, and that no immediate changes to those terms of reference were required.

21.3. See reserved minutes
to
21.6

22. Other business

The Vice-chair proposed, and it was unanimously agreed, that the Chair be thanked for his outstanding leadership of the Board over the last four years. Governors wished him a very happy retirement.

23. Date of next meeting

Confirmed as Monday, 1 April 2019 at 5.30 pm (but with the possibility of an additional meeting in early February on a date to be agreed).

The meeting ended at 7.10 pm

Martin McNeill
Clerk to the Governing Body

Confirmed as a correct record at the meeting held on

and signed by.....Stuart Edwards (Chair of that meeting)

SCHEDULE OF OUTSTANDING ACTIONS

Minute	Action	Responsible	By when	Progress
17 July 2017				
11.3	Governors to consider whole Risk Register at least once a year Update December 2018 New Risk Management Framework to be considered by Board in April	Audit Committee	April 2019	
11 December 2017				
5.2	Provide governors with the opportunity to experience a Google classroom Update December 2018 To be considered by SG Committee in January	Deputy Principal/ Clerk	21 January 2019 (SG Committee)	
7.4	Ensure that, where possible, governor engagement visits include a focus on progress and progression Update December 2018 New guidelines to be considered by SG Committee in January	Deputy Principal/ Clerk	21 January 2019 (SG Committee)	
7.8	Explore good practice in raising achievement of ESOL students Update December 2018 Case Studies to be provided to QS Committee from March	Deputy Principal	4 March 2019 (QS Committee)	

Minute	Action	Responsible	By when	Progress
26 March 2018				
7.5	Consider HE issues (including quality, partnerships and fees) when reviewing curriculum delivery and 2018-19 curriculum plan Update July 2018 Quality and partnerships issues already addressed by QS Committee; fee structure from 2020 will be the subject of a report to FRF in February 2019	FRF Committee	26 February 2019	
12.5	Obtain legal advice on revised Information and Data Protection Policy, including consideration of Data Controller and Data Protection Officer roles	Clerk	1 April 2019	
16 July 2018				
5.6	Re-consider Governance KPIs	SG Committee	21 January 2019	
8.1	Consider how best to contribute to fundraising appeal Update December 2018 To be considered by Steering Group during spring term 2019	All governors	24 January 2019 (Fundraising Campaign Steering Group)	
15 October 2018				
10.3	Consider introduction of as fellowship scheme	SG Committee	21 January 2019	
10 December 2018				
2.2	In 2019-20 Work Programme, consider moving some agenda items from December board meeting to an earlier or later meeting	SMT and Clerk	15 July 2019 (latest)	
6.3	Consider attrition rates among managers	FRF Committee	26 February 2019	

Minute	Action	Responsible	By when	Progress
10 December 2018 (cont'd)				
7.4	Report on differences between old and new AEB regimes	Director of Finance	26 February 2019 (FRF Committee)	
8.6	Consider using hoardings around building site to publicise the College's work	Vice Principal	January 2019	
9.8	Arrange a Morley board meeting shortly after 4 February	Clerk	January 2019	
11.3	Enhance presentation of 2019 Annual Report and make it accessible to a wider audience	Director of Finance	December 2019	
12.3	Include brief account of validation process in 2018-19 SAR	Deputy Principal	December 2019	
13	Consider 2018-19 Governance QEP	SG Committee	21 January 2019	
17.3	Scrutinise Risk Management Committee's assessments of likelihood	Audit Committee	12 March 2019	