

MORLEY COLLEGE LONDON



GOVERNING BODY

Minutes of a meeting held via Microsoft Teams on Monday 2 November 2020 at 4.30 pm.

Present:

Dr Stuart Edwards, External Governor (**Chair**)
Ms Pauline Egan, External Governor (**Vice-chair**)
Mr Martin Bamford, Co-opted Governor (Items 1-16 only)
Miss Justine Brian, External Governor
Miss Shola Bryan, Student Governor (Items 1-16 only)
Mr Pedro Dias Ferreira, External Governor
Mr Nic Durston, External Governor
Ms Gill Evans, External Governor
Ms Heather Fry, External Governor
Dr Andrew Gower, Principal and Governor
Mrs Irene Lax, Co-opted Governor
Mrs Gail Le Coz, External Governor (from Item 6)
Ms Susan Lindsey, Student Governor
Mr Victor Olowe, External Governor
Mrs Debbie Ryle, Staff Governor
Ms Moyra Samuels, External Governor
Ms Heather Smith, External Governor
Charlotte Thompson, Staff Governor
Mr James Ward, External Governor

In attendance:

Mr Marco Macchitella, Deputy Principal
Mr Ralph Moran, Chief Finance Officer (CFO)
Mr Matthew Cunningham, Chief Marketing and Engagement Officer (CMEO)
Mr Craig Hanlon-Smith, Interim Centre Principal, North Kensington (Items 1-7 only)
Mr Gerald Jones, Centre Principal, Waterloo (Items 1-7 only)
Mr Matias Shortcook, Centre Principal, Chelsea (Items 1-7 only)
Mr Jeremy Aston, LocatED (Items 1-7 only)
Mr Martin McNeill, Clerk to the Governing Body and Company Secretary

RESOLUTIONS

- To confirm the minutes of the meeting held on 13 July 2020 (Minute 4)
- To approve the draft Strategic Plan, subject to a number of changes, as a basis for further consultation with internal and external stakeholders (Minute 11.2)
- To set a KPI target of 80 per cent attendance by governors collectively and by each individual governor at board and committee meetings in 2020-21 (Minute 12.2)
- To set a KPI target of 80 per cent governor satisfaction with the effectiveness of governance in 2020-21 (Minute 12.2)
- To base the Board Effectiveness Survey 2021 on the same ten questions as in 2019 and 2020, with additional, topical questions as appropriate, including a question relating to

the development of a culture across the three centres that reflected Morley's shared values (Minute 12.2)

- To approve the Governance Self-assessment Report for 2019-20, including five areas for enhancement for inclusion in the Governance Quality Enhancement Plan for 2020-21 (Minute 12.2)
 - To postpone the planned external evaluation of governance (Minute 12.2)
 - To begin the December board meeting at 4.30 pm (Minute 12.2)
 - To approve a revised Scheme of Delegation for review not later than 31 July 2024 (Minute 12.2)
 - To approve revised Standing Orders for review not later than 31 July 2024 (Minute 12.2)
 - To appoint Gail Le Coz to the Search and Governance Committee, Debbie Ryle to the FRF Committee and Charlotte Thompson to the Quality and Standards Committee;
 - To appoint Justine Brian as a governor reviewer (Minute 12.2)
 - To appoint Moyra Samuels as Lead Governor for Equality and Diversity, jointly with Gill Evans (Minute 12.2)
 - To re-appoint Shola Bryan and Susan Lindsey as student governors and Irene Lax as a co-opted governor with student governor status to serve from 1 December 2020 to 2 February 2021 (Minute 12.2)
 - To endorse the proposed approach to advancing equality, diversity and inclusion across the College (Minute 13)
 - To approve a revised constitution for the student representative bodies, subject to review not later than 31 July 2021 (Minute 14.5)
 - To approve revisions to the Complaints Policy and Procedure (Minute 15)
 - To approve revisions to the Safeguarding and Prevent Policy (Minute 15)
 - To confirm the reserved minutes of the meeting held on 13 July 2020 (Minute 17.2)
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1. Apologies for absence and quorum

The Clerk reported that Gail Le Coz had sent apologies for lateness. No other apologies had been received. He confirmed that the meeting was quorate.

2. Welcome, introduction and declarations of interest

- 2.1. Governors watched an introductory video which offered a summary of the work of the College during term 3, including online events to celebrate student achievement and recognise staff excellence <https://www.youtube.com/watch?v=gN5ZxZr-EYA>.
- 2.2. The Chair welcomed all governors to the first board meeting of the new college year. He announced with regret the resignation of Jane Bailey, who had made a substantial contribution in her eight months as a governor but had decided that she was unable to continue.
- 2.3. The Chair indicated his intention to allow at least an hour for discussion of College finances and strategy (Items 9-11). Several governors had indicated at their development interviews that they wished to see more time at board meetings devoted to these issues. He asked governors to make use of the Chat facility in Teams to ask for additional information or to make observations where appropriate, but to do so with discretion, bearing in mind that the Chat would continue to be available to all participants for some time after the end of the meeting.
- 2.4. All governors confirmed that they had no interests that they were under a duty to disclose in accordance with Article 5 of the College's Articles of Association.

3. Pre-meeting presentations and videos

Governors reported that they had appreciated the five videos¹ provided in advance of the meeting (Appendix 1), with particular praise for the CFO's clear exposition of finance and funding issues, including the key measure of financial performance EBITDA and the College's funding streams, including the funding of community learning (as part of the Adult Education Budget (AEB) grant allocation). Some governors, however, had found the volume of material presented on video to be more than they could easily absorb in a week, and the Principal and Clerk were asked to look further at the arrangements for providing background information of this kind. In response to a request from a governor, the CMEO shared a link to an interview on Morley Radio between the three Centre Principals and a student. The Clerk was asked to circulate this after the meeting.

4. Minutes of 13 July meeting

The minutes (other than the reserved minutes) of the meeting held on 13 July 2020 were confirmed as a correct record and it was agreed that they should be signed by the Chair. The reserved minutes were to be considered by the external governors and Principal only (see Item 17).

5. Matters arising

30 March 2020 Minute 5.13 Principal's Report (3D model)

5.1. The Principal told the Board that digital images showing three-dimensional perspectives of the North Kensington Centre (and parts of it) would be available when consultation on the centre renovation began in December.

30 March 2020 Minute 11.1 Safeguarding

5.2. The Board noted that the Audit Committee would be reviewing the assurance arrangements at its 24 November meeting.

13 July 2020 Minute 6.7 Principal's Report (Peter Collyer)

5.3. The Clerk reported that he had written to Dr Collyer on 11 August to communicate the Board's congratulations, thanks and good wishes.

13 July 2020 Minute 9.4 CCROG

5.4. The Board noted that the letter sent to the Education and Skills Funding Agency (ESFA) on 20 July had been shared with all governors.

13 July 2020 Minute 10.3 Finance, Resources and Fundraising (FRF) Committee (bridging the 'Covid gap')

5.5. The CFO told the Board that discussions had progressed slowly owing to a change of personnel at the Bank, but he had recently re-established contact. In the Bank's view, the College might be eligible for support under the Coronavirus Business Interruption Loan Scheme (CBILS). The Board agreed that while, in the light of the improved cash position (reported under Item 9), there was no urgent need for additional funding, discussions with the Bank should continue.

13 July 2020 Minute 10.5 FRF Committee (HE provision)

5.6. The Board noted that the College had now applied for its own UCAS code. As student number controls had now been lifted, the opportunity mentioned at the July

¹ A sixth video referred to in Appendix 1 had not been produced because of pressure of time, but the relevant information was available in the papers relating to the 15 October meeting of the Covid-19 College Response Oversight Group (CCROG)

board meeting was no longer available, but the College was continuing to market its HE provision very actively.

13 July 2020 Minute 10.8 FRF Committee (Property Strategy)

5.7. The Principal and CMEO told the Board that the plans for the opening of the new Morley Gallery in the spring of 2021 would feature prominently in the College's January publicity campaign.

13 July 2020 Minute 12.5 KPIs

5.8. The Principal confirmed that the curriculum efficiency indicators that the Board had requested would be included in all KPI reports from the start of 2020-21 and that further details of the impact of different modes of delivery would be included in the report to the Quality and Standards Committee on 30 November.

13 July 2020 Minute 15.1 Other governance matters (governor recruitment)

5.9. The Clerk told the Board that the draft Recruitment Pack had been seen by all members of the Search and Governance Committee and was now with an Equality, Diversity and Inclusion (ED&I) consultant for review. The revised pack made clear the College's need for a governor with property and construction expertise.

13 July 2020 Minute 16.2 Fees and Refunds Policy

5.10. The Clerk reported that a glossary of terms used in the FE sector and the Education and Training Foundation (ETF)'s guide to the sector were now available on the Information for Governors site.

13 July 2020 Minute 17 Other business (despatch of papers)

5.11. Governors were pleased to note that the board papers had been made available seven clear days before the board meeting.

Other matters

5.12. Governors were content that all other outstanding actions were adequately addressed elsewhere on the agenda of this meeting or were not yet due to be addressed.

Gail Le Coz joined the meeting at this point

6. Action taken on behalf of the Governing Body

See confidential minutes

7. Principal's Report

7.1. The Board received and considered the report and was content that, in all the circumstances, good progress was being made not only in the delivery of the Strategic Plan objectives but also in managing change, planning for contingencies and preparing to play a major part in the major expansion of post-18 education that the Government was looking for post-Covid. Governors were pleased to learn that, in addition to the 4,741 enrolments detailed in the report, ongoing recruitment efforts had resulted in a further 1,000 enrolments over the month of October. These had included 512 students on short courses, 44 students on courses eligible for Advanced Learner Loan (ALL) funding and 23 HE students.

7.2. Governors noted that little information about student achievement on accredited courses had been available at the time that the Board papers had been sent out. It was agreed that, rather than present a headline summary to this meeting, the Deputy Principal would make details available to all governors shortly afterwards. The Quality and Standards Committee would be examining the 2019-20 achievement rates at its meeting on 30 November.

- 7.3. Asked to update the Board on the College's response to the weekend announcement of a four-week 'lockdown', the Principal referred to the emails that he had sent to all staff and to governors. He said that the College was not being asked to change its model of delivery, except to the extent that staff were now more actively encouraged to work from home if possible. The Chelsea open day on 14 November and three planned Gallery events would now take place online. He confirmed that the College was continuing to work constructively with trades unions to address concerns about staff safety and flexible working arrangements. Governors noted that there were a number of vacancies for staff representatives at Chelsea and North Kensington and looked forward to seeing these filled.
- 7.4. The CFO then responded to questions on the extension of the Coronavirus Job Retention Scheme (CJRS) and on sub-contracting arrangements. He told governors that, while some of the detailed terms of the extended CJRS had yet to be made clear, it was unlikely that the College would be looking to furlough staff. In relation to sub-contracting, he confirmed that the College had undertaken a thorough due diligence review before entering into the contract with The Skills Network to deliver adult education around the periphery of Greater London: the procedures set out in the Supply Chain Fees and Charges Policy had been closely followed, with due regard for such issues as safeguarding. He expressed confidence that the partnership with The Skills Network would not only enable the College to fund additional provision outside the Greater London area but also offer opportunities for creative collaboration in the future.
- 7.5. Governors sought further assurance on the curriculum initiatives through which the College hoped to encourage a 'return to learn' from January. The North Kensington Centre Principal said that the Kickstart scheme would be used to support between 20 and 23 placements with Morley as well as up to 70 with other employers in Kensington and Chelsea. The Restart scheme for 16-to-18-year-olds had attracted 12 students (two more than the number targeted); in general, 16-18 courses at the North Kensington Centre had recruited well, with overall numbers some 30 per cent above target.
- 7.6. Questioned about the range of Level 3 courses to be offered across the College from January, the Principal explained that a number of shorter courses (less than a full year) had been identified. All of these were eligible for ALL funding, and would lead to marketable qualifications at lower cost to the student than a traditional one-year course. The College would be taking a flexible approach to enrolment, with recruitment continuing throughout the first half of the Spring Term.
- 7.7. Governors also sought assurance on communications with students and local communities. The CMEO told the Board that the new website would be live by the end of the week. In response to specific concerns about communications with students at North Kensington, it was agreed that the Principal and Centre Principal should meet the governor raising these issues.
- 7.8. A number of governors had noted that the reduction in in-centre learning was making the centres appear unattractively quiet. Governors recognised that this was a problem at many educational institutions, aggravated by the desire to reduce social contact between students by discouraging the use of social spaces. Nevertheless, the centres were not operating at full capacity, even after allowance was made for social distancing, and more local marketing was needed to bring in more learners. It was particularly important to deliver a clear message to adult learners that Morley was open: the published Government guidance focused very much on the needs of children and young people. The Chair urged all governors to continue working in their communities to raise awareness of what Morley could offer.

- 7.9. The LocatED representative then presented an updated report on the North Kensington Centre renovation project (Appendix 2). He told the Board that the procurement exercise had brought two strong bids, of which that from Morgan Sindall had been marginally the better. Weekly meetings were now taking place bringing together the contractors, architects LSI and the specialist professionals (electrical, mechanical etc) engaged in the project with College representatives. The aim was to reach agreement by 13 November on the details of the work to be included in the contract. Prior to that date there would be a further meeting of the local stakeholder group and separate consultations with staff and students.
- 7.10. A public consultation event was planned for the end of November. This was now likely to be an online event: in these circumstances a systematic approach to collecting feedback would be all the more important. If the consultation did not reveal a need for any major changes, LocatED expected to be able to submit a planning application before Christmas, with construction work starting (as scheduled) in May 2021. The College was also now engaging with Morgan Sindall to plan delivery of the community benefits promised as part of the bid, which included pre-employment training for Morley students and local residents and specific construction training for up to 15 local workless people.
- 7.11. Governors sought and received assurance that careful attention was being paid to the co-ordination of the College's phased decanting programme with the contractor's programme of work and stressed the importance of agreeing a realistic programme and making clear to staff that failure to adhere to it could have significant cost implications. At the same time every opportunity should be taken to minimise the building's running costs and improve its long-term sustainability. The importance of informing and engaging staff and students, particularly those based at the North Kensington Centre, was emphasised. The CMEO said that he was preparing a video with questions and answers for internal use, and simultaneously planning a suite of public communications that would bring the good news about the Centre to a wide audience in North Kensington and beyond.

The LocatED representative and the three Centre Principals left the meeting at this point

8. Covid-19 College Response Oversight Group

- 8.1. The Board received the minutes of the July and October meetings of CCROG and agreed that the issues raised at the earlier meeting had largely been addressed at the July board meeting four days later. Reviewing the minutes of the October meeting, governors were pleased to note the good progress made in processing refunds and welcomed the announcement that external capital funding would be available to support Phase 1b of the Property Strategy: this provided some assurance that the decision to proceed with this project had been correct. Governors also agreed on the importance of continuing to communicate with the ESFA to reinforce the message conveyed in the letter of 20 July.
- 8.2. The Board also agreed that it would be appropriate for CCROG to hold a further meeting in late January or early February, when further information would be available about recruitment to courses starting in the Spring Term.

9. College Performance

- 9.1 Presenting his interim financial management report for the two months ending 30 September, the CFO told the Board that full management accounts were not yet available as the 31 July position had yet to be finalised. He was, however, confident that, now that the Kensington and Chelsea College (KCC) cessation accounts had been audited, this would not take long.

- 9.2 The CFO drew governors' attention to the main differences between the latest forecast for the current year and the budget. Over all, the excess of expenditure over income was now forecast to be £3.24 million, £920k more than budgeted, as the impact of the pandemic had proved to be more severe than expected when the budget was agreed in July. The decision to sub-contract provision funded at £900k would cause an increase in both income and expenditure, creating a small positive variance overall. The net benefit was likely to be less than 20 per cent of the funding, as the College would inevitably incur some additional costs, but not insignificant.
- 9.3 Cash flow, on the other hand, was forecast to be significantly more positive than was shown in the budget: because a £595k grant had been secured to part-fund planned capital expenditure, and also because of changes in the timing of that expenditure, the College was now forecast to end the year with cash reserves £900k above the figure budgeted. As a result, it should not need to draw on the ESFA's restructuring facility until 2021-22.
- 9.4 Asked what scope there might be to bring down the forecast deficit, the CFO said that there would be further opportunities to make savings in non-pay expenditure, even though the pay bill was forecast to increase over the year as the College put the three-centre model in place. The College might also be able to generate more income than currently forecast by successful recruitment to advanced and higher learning programmes in Terms Two and Three: on the other hand, there was a risk of not delivering all the programmes funded from the Adult Education Budget (AEB) allocation from the Greater London Authority (GLA) and a consequential, albeit limited, risk of seeing some of that funding clawed back.
- 9.5 The CFO also assured governors that the College was managing the curriculum to avoid running courses that did not make a contribution to fixed costs. This meant that a number of courses that had failed to recruit sufficient students had had to be cancelled; in certain circumstances where the College was unable to give reasonable notice of cancellation the tutor might receive some compensation, but as a general rule tutors were paid only for courses that they delivered. At present the College was only delivering 62 per cent of budgeted provision.
- 9.6 In response to a question about the availability of laptops for students, the CFO said that these were provided in cases of need with the help of bursary funding. In addition a £200k grant had recently been received from the GLA to support adaptations that had become necessary as a consequence of the pandemic, and an element of this would be available to fund equipment purchases.
- 9.7 In conclusion, governors agreed that, in broad terms, the forecast for the year appeared realistic and to offer scope for further improvement. The FRF Committee would have the opportunity to examine costs in greater detail and to seek ways of bringing the forecast more closely in line with the original budget.

10. Budget and Financial Plan

- 10.1 Reviewing the 2020-21 budget and the October forecast against the merger plan, governors noted that, despite the substantial worsening of an already large projected deficit, the College could reasonably expect to remain solvent at the year-end even if it made no changes to its financial plans. It also seemed likely on the basis of the CFO's revised forecast for 2021-22 (Scenario A in the report) that the position would still be manageable at 31 July 2022. The CFO explained that this revised forecast had been prepared on the assumption that the College achieved the results forecast for 2020-21 and that fee income in 2021-22 returned to its 2019-20 budgeted level (pre-Covid). It showed that the College could still maintain 45 days'

cash, but to do so it would need to draw down almost half of the restructuring facility which (in the merger plan) was to have remained untouched until 2022-23.

- 10.2 It was agreed that 2022-23 would be a critical year for the College, and what happened then would depend to some extent on the decisions taken now. While continuing to carry out the merger plan entailed some risks, there were also risks if that plan were to be abandoned or materially changed. These included risks to the College's reputation with stakeholders and the wider public. The Principal reminded the Board that the merger plan was not only about achieving financial sustainability but also improving the quality of provision. This would require an investment in staff with deep subject expertise, intellectual curiosity and the ability to innovate.
- 10.3 Asked about the scope to save staff costs (particularly at programme manager/ subject leader level), the CFO said that the great majority of the vacant posts had now been filled. He argued that reducing staff capacity now would impair the College's ability to 'bounce back' in 2021. Any restructuring that aimed to save costs in the long term would have an immediate negative impact on cash, and the risks of this would need to be assessed with great care. While the renovation of the North Kensington Centre was being paid for by the Department for Education (DfE), and so did not offer cost-saving opportunities for Morley, the building would only come to life if Morley continued to invest in the curriculum.
- 10.4 In discussion, governors emphasised the importance of continuing to engage with the College's main funders, the ESFA and GLA, as well as with local stakeholders. Any radical deviation from the merger plan would need their support. The crisis caused by the pandemic would make it all the more important for Morley to maintain its social mission, including provision for what might well be an increased numbers of individuals suffering the consequences of unemployment or with mental health issues.
- 10.5 At the same time, costs needed to be very carefully controlled. As well as having a robust process to enable unviable courses to be cancelled quickly, the College needed to keep both ongoing course costs and central overheads under review. Agreeing to make no change to the budget at this stage, the Board asked the FRF Committee to look closely into the areas where there might be opportunities for cost savings (as well as for increased income) and to report back to the December board meeting.

11. Strategic Planning

- 11.1 The Board was pleased to note SMRC's findings following consultation on the Strategic Framework. A number of governors expressed their appreciation of the video sent out in advance of the meeting (see Item 3 and Appendix 1) in which the key messages were set out very clearly. The concept of a 'beta' release of the Strategic Plan in January 2021 was supported, although the College's readiness to adapt the Plan to changing circumstances should not be allowed to obscure the focus on the clear direction that was being set.
- 11.2 The Board agreed that the draft presented was a good foundation for further work over the next six weeks. Governors asked that the following issues in particular should be addressed in the next iteration:
- The language should be accessible: while the idea of a 'beta' release was a good one, it needed to be explained without recourse to IT jargon.
 - The nature of Morley's commitment to social justice needed to be examined: was this the founding principle, a founding principle or a theme by which our principles were united?

- The cross-cutting themes needed to be given greater prominence throughout the document.
- The descriptors of different types of students and of the three centres lacked resonance and needed to be reviewed.
- Staff needed to have ownership of the Plan, and how they were engaged in shaping it over the next few weeks would be crucial.

11.3 The CMEO said that the draft Plan would now be further refined before being presented as a final draft at the December board meeting. He asked governors to let him have any further comments in the next week, in advance of the SLT meeting on 12 November.

12. Search and Governance Committee

12.1 The Board was pleased to receive the minutes and confidential minutes of the Search and Governance Committee and that committee's annual report. The Chair commended the annual report to any governors wishing to improve their understanding of what the Committee did.

12.2 Following consideration of the minutes and of the Committee's recommendations, the Board resolved to:

- set a KPI target of 80 per cent attendance by governors collectively and by each individual governor at board and committee meetings in 2020-21;
- set a KPI target of 80 per cent governor satisfaction with the effectiveness of governance in 2020-21;
- to base the Board Effectiveness Survey 2021 on the same ten questions as in 2019 and 2020, with additional, topical questions as appropriate, including a question relating to cultural integration (the development of an organisational culture across the three centres that reflected Morley's shared values);
- to approve the Governance Self-assessment Report for 2019-20, including five areas for enhancement for inclusion in the Governance Quality Enhancement Plan for 2020-21;
- to postpone the planned external evaluation of governance;
- to begin the December board meeting at 4.30 pm;
- to approve a revised Scheme of Delegation and revised Standing Orders;
- to appoint Gail Le Coz to the Search and Governance Committee (not, as shown on the agenda, the Audit Committee), Debbie Ryle to the FRF Committee and Charlotte Thompson to the Quality and Standards Committee;
- to appoint Justine Brian as a governor reviewer;
- to appoint Moyra Samuels as Lead Governor for Equality and Diversity, jointly with Gill Evans; and
- to re-appoint Shola Bryan and Susan Lindsey as student governors and Irene Lax as a co-opted governor with student governor status to serve from 1 December 2020 to 2 February 2021.

12.3 See confidential minutes

13. Equality, diversity and inclusion

The Board welcomed and endorsed the proposed approach to advancing equality, diversity and inclusion across the College, including working with the National Centre for Diversity. Governors emphasised the importance of obtaining staff commitment to this work: the proposed cultural audit must not be seen as a top-down imposition.

Acknowledging the importance of reviewing practices and culture at all levels, including the Board and the SLT, the Principal expressed confidence that the actions proposed would have the full support of staff across the College. A more detailed action plan, with priorities, would be considered at the next meeting of the Equality and Diversity Steering Group.

14. Constitution of Student Representative Bodies

14.1 Introducing the revised constitution that the Board was asked to adopt, the Deputy Principal explained that the changes were necessary to give effect to the Student Engagement Policy that the Board had approved in March. He thanked the Chair of the Student Council (a co-opted governor) and the Clerk for their support in putting together what he was confident would be a workable constitution.

14.2 The Chair of the Student Council said that, in his view, the College had done its best to meet the main demands of the existing (Waterloo only) Student Council. These were for:

- the retention of elected Class Representatives as the 'building blocks' of the structure;
- selection of student governors by the Student Council (rather than having one student governor directly elected); and
- a continuing role for representatives of Morley Clubs.

In his view, many of the concerns now being expressed were about the detailed drafting rather than the substance of the constitution.

14.3 Other student governors (including the co-opted governor who had previously been a KCC student governor) echoed this view, but also expressed concern that, while discussions had been going on for a year within the Waterloo Centre, students at the North Kensington and Chelsea centres had not had sufficient opportunity to participate in the drafting of the new constitution. It was accepted that this was partly due to factors (including the illness of a key governor) outside the College's control. The proposed new constitution did, however, offer opportunities for student engagement that had not existed at KCC: the challenge would be to communicate to students how to make use of those opportunities.

14.4 In discussion, governors noted that:

- the constitution was not (and should not be seen as) an explanatory document; it needed to be supplemented by other resources, including videos, making clear how the student engagement structure worked and how student voice would be heard;
- the structure of Student Experience Fora (SEFs) and Programme Management Committees was similar to the structure of School Consultation Meetings (SCMs) and Programme Boards that existed under the old constitution, although the SEFs would be organised by type of course rather than by school or subject area; and
- although the demands on the class representatives who were elected by the SEFs to serve on the Student Council and the time commitment required to fulfil this role should not be underestimated, this should be less than in the past as there would no longer be an additional layer of representation (the Class Representatives' Committee) between the SEFs and the Student Council.

14.5 Following further consideration, the Board agreed to approve the constitution on an interim basis, with a full review, involving the Student Council, in the summer term. Over the year, the Quality and Standards Committee would monitor the

effectiveness of the Student Engagement Policy and consider what changes to the constitution might assist the further development of student voice.

15 Policies – minor amendments

The Board agreed to approve the proposed revisions to the Complaints Policy and Procedure and the Safeguarding and Prevent Policy.

16 Other business

The Board noted with regret that this would be Martin Bamford's last meeting as a governor, and that he would also be standing down as Chair of the Student Council. Governors joined in thanking him for his outstanding service in both roles and in wishing him a happy retirement.

17. Reserved minutes of 13 July meeting

17.1 Having ascertained that no external governors wished to comment on the reserved minutes of the meeting held on 13 July 2020, the Chair invited the staff, student and co-opted governors and members of staff in attendance to remain.

17.2 The reserved minutes of the meeting held on 13 July 2020 were then confirmed as a correct record and it was agreed that they should be signed by the Chair.

18. Date of next meeting

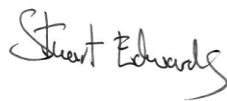
Confirmed as Monday 14 December 2020 at 4.30 pm via Microsoft Teams.

The meeting ended at 7.35 pm.

Martin McNeill
Clerk to the Governing Body

Confirmed as a correct record at the meeting held on 14 December 2020

and signed by



(Stuart Edwards) (Chair of that meeting)