

MORLEY COLLEGE LONDON



GOVERNING BODY

Minutes of a Meeting by Microsoft Teams on Monday 13 December 2021 at 4.30 pm

Present:

Ms Leisha Fullick, External Governor (**Chair**)
Mr Victor Olowe, External Governor (**Vice-chair**)
Mr Alex Cole, External Governor
Miss Justine Brian, External Governor
Mr Pedro Dias Ferreira, External Governor (from Item 7)
Mr Nic Durston, External Governor
Ms Pauline Egan, External Governor
Ms Gill Evans, External Governor
Ms Heather Fry, External Governor
Dr Andrew Gower, Principal and Governor
Mrs Gail Le Coz, External Governor
Ms Susan Lindsey, External Governor
Mrs Debbie Ryle, Staff Governor (Items 1-15.1 only)
Ms Moyra Samuels, External Governor
Dr Melissa Score, Staff Governor (Items 1-15.1 only)
Mr Jonathan Slater, External Governor (Items 1-11 only)
Mr James Ward, External Governor

In attendance:

Mr Marco Macchitella, Deputy Principal (Items 1-15.1 only)
Mr Ralph Moran, Chief Finance Officer (CFO) (Items 1-15.1 only)
Mr Jon Cole, Chief Digital and Information Officer (CDIO) (Items 1-15.1 only)
Mr Matthew Cunningham, Chief Marketing and Engagement Officer (CMEO) (Items 1-15.1 only)
Ms Alison McNamara, Chief People Officer (CPO) (Items 1-15.1 only)
Mr Craig Hanlon-Smith, Centre Principal, North Kensington (Items 1-11 only)
Mr Gerald Jones, Centre Principal, Waterloo (Items 1-11 only)
Mr Matias Shortcook, Centre Principal, Chelsea (Items 1-11 only)
Mr Martin McNeill, Clerk to the Governing Body and Company Secretary

Absent:

Ms Heather Smith, External Governor

RESOLUTIONS

- To confirm the minutes (including the confidential minutes) of the meeting held on 1 November 2021, with one addition to the list of governors present (Minute 5)
- To approve a completed Regularity Self-assessment Questionnaire and to authorise the Chair and Principal to sign it on the College's behalf (Minute 8.2)
- To approve the Assessment of Going Concern and the Letter of Representation addressed to the external auditor and to authorise the Chair to sign both documents on the College's behalf. (Minute 8.4)
- To approve for the Annual Report and Financial Statements for 2020-21 and to authorise the Chair and the Principal (as appropriate) to sign the Report of the Governing Body

and Strategic Report, the Statement of Corporate Governance and Internal Control, the Statement of Regularity, Propriety and Compliance, the Statement of Responsibilities of the Governing Body and the Financial Statements (Minute 8.5)

- To approve the 2020-21 Self-assessment Report (SAR) and, with a number of amendments, the 2021-22 Quality Enhancement Plan (QEP) (Minute 9.5)
 - To approve the 2020-21 Annual Quality Review (AQR) for Higher Education (Minute 9.8)
 - To approve for publication the 2020-21 Equality and Diversity Report subject to some re-drafting (Minute 10.2)
 - To approve a revised Environmental Sustainability Policy for review not later than 31 December 2022 (Minute 12.3)
 - To note the increased occurrence of mental health and anxiety concerns within the College community over the past year (Minute 13.1)
 - To note a much improved financial control environment, but significant risks to the long-term financial sustainability of the College, with a focus on cash and margins remaining critical to financial health (Minute 13.1)
 - To note:
 - one risk (Risk 8 – student recruitment) assessed as having very high impact and very high probability;
 - one risk (Risk 9 – cybersecurity) assessed as having very high impact; and
 - two risks (Risks 6 – safeguarding – and 10 – student experience) assessed as having increased in probability (Minute 13.2)
 - To approve a draft Internal Audit Plan for 2021-22 (Minute 13.4)
-

1. Apologies for absence and quorum

Apologies for absence were received from Heather Smith and accepted. The Clerk confirmed that the meeting was quorate.

2. Welcome, introduction and declarations of interest

2.1. The Chair welcomed everyone and expressed regret that on this occasion the Board was not meeting in centre: in accordance with government guidelines, all meetings were currently being held on line, even though face-to-face teaching was continuing.

2.2. 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. Governor appointments

3.1. The Clerk reported that the Student Council had now met twice, on 17 November and 8 December. Numbers were growing, although there were several places still to be filled. Although the members did not feel able to make student governor nominations at the 8 December, they had agreed to meet again on 16 December. Appointments could then be made by the Board at an extraordinary meeting on 7 February. Andrew Williamson (a long-standing adult student at the Waterloo Centre) had agreed to act as interim chair of the Student Council.

3.2. In answer to a question the Clerk confirmed that, while student governor appointments were normally for two years (the years running from 1 December to 30 November), it was proposed in this case to make appointments for ten months only.

4. Pre-meeting presentations and videos

Governors expressed their appreciation of the three videos that had been distributed in advance of the agenda, including the Principal's presentation of highlights from his report (Item 7 on the agenda) and the introductions to digital transformation (from the CDIO and

others) and to Ofsted's view of quality in FE provision and how the College's approach to quality enhancement reflected this (from the Deputy Principal).

5. Minutes of 1 November meeting

The minutes of the meeting held on 1 November 2021 (including the confidential minutes) were confirmed as a correct record subject to the addition of Moyra Samuels to the list of those present and it was agreed that they should be signed by the Chair.

6. Matters arising

30 March 2020 Minute 1.2 Apologies for absence (recognition event)

6.1. In answer to a question, the Clerk confirmed that all long-serving governors who had retired since August 2019 would be invited to the planned recognition event.

30 March 2020 Minute 11.1 Safeguarding (Annual Report)

6.2. The Board noted that a full report had been considered by the Audit Committee on 23 November (see Minute 13 below). While trends were being monitored, year-on-year comparisons were not available as 2020-21 was the first complete year in which the College had used the MyConcern reporting system. The Audit Committee expected to see these included in the 2022 report.

22 March 2021 Minute 8.5 College performance (format of management accounts)

6.3. The CFO told the Board that he acknowledged the value of including a 'percentage variance' column but adding that to the existing format would make the management accounts difficult to read. He would be reviewing the format later in the year.

19 July 2021 Minute 9 College performance (gap analysis)

6.4. The Deputy Principal told the Board that strong support had been provided to students with learning difficulties and disabilities (LDD) in 2020-21 and the attendance and satisfaction gaps between students with LDD and other were now both very small (less than two per cent). The attendance gap was referenced on page 24 of the SAR (Item 9a). Governors asked the Quality and Standards (QS) Committee to review in more detail the College's provision for students with LDD.

19 July 2021 Minute 11.3 Finance, Resources and Fundraising (FRF) Committee (RAG-rating of KPIs)

6.5. The Principal told the Board that from Term One of 2020-21 the presentation of KPIs would incorporate six colour codes to indicate performance against targets:

Dark green: 100%+

Light green: 85%-99%

Dark amber: 70%-84%

Light amber: 55%-68

Light red: 40% - 54%

Dark red: 0% - 39%

19 July 2021 Minute 12.2 QS Committee (Student Disciplinary Procedure)

6.6. The Deputy Principal reported that a digest of the Procedure had been prepared and made available through the student engagement platform MyDay. Enhancing the

accessibility of student-related policies and procedures would be a key task for the new Student Voice Champion once appointed.

19 July 2021 Minute 13.1 Key performance indicators (student survey)

6.7. The Deputy Principal reported that the content of all student surveys was to be reviewed in the first half of 2022; as part of that review, he would seek the views of the QS Committee.

1 November 2021 Minute 4.3 Pre-meeting presentations and videos (People Strategy survey)

6.8. The CPO reported that the response rate to this survey had been extremely low (42 responses) and she had left the survey open in the hope that follow-up engagement sessions from the full Staff Survey (270 responses) would increase take up. She confirmed that the FRF Committee would receive a report on the Staff Survey outcomes in February.

1 November 2021 Minute 6.1 Matters arising (stakeholder event)

6.9. The Principal reported that because of uncertainty caused by the continuing Covid-19 pandemic, the stakeholder event planned for 20 January had been postponed. The College would, however, be hosting an event for head teachers on that day, probably at the Chelsea Centre, at which some governor presence would be very welcome¹.

1 November 2021 Minute 10 Other business (student induction video)

6.10. Governors were satisfied that appropriate steps were being taken to ensure the consistent use of student induction videos, including reminders at staff meetings and checks undertaken during learning walks.

6.11. No other matters arising from the minutes were raised.

At this point Pedro Dias Ferreira joined the meeting

7. College performance in 2020-21

Governors considered the CDIO's report on performance against KPIs for 2020-21 and agreed that it provided a very useful overall summary of aspects of College performance that were further analysed in the financial statements (Item 8d) and the SAR (Item 9a).

8. Annual Report and Financial Statements

8.1. The Board received and considered the Audit Committee's Annual Report, noting the progress made in embedding risk management across the College and the useful start made by the new internal auditors. Governors were particularly pleased to hear from the Committee Vice-chair that the external audit process (also with new auditors) had gone very smoothly this year.

8.2. The Audit Committee Vice-chair also commended the completed regularity self-assessment questionnaire, which had been reviewed not only by the Committee but also by the external auditors, who had subsequently given an unqualified report on the College's arrangements to ensure regularity. The Board approved the content of the completed questionnaire and authorised the Chair of the Governing Body and the Principal to sign it on the Board's behalf.

8.3. The Audit Committee Vice-chair then introduced the proposed Assessment of Going Concern, explaining that the external auditor was from this year required to provide an opinion on whether the Governing Body's use of the going concern basis of

¹ This event was subsequently postponed to a date in March to be agreed

accounting was appropriate. He reported that the external auditor had been satisfied that the Board had given proper consideration to financial forecasts going to December 2022 and beyond, which were summarised in the paper before the Board (Item 8c: Annex A) and was ready to give a positive opinion.

- 8.4. Having given full consideration to the issues raised, the Board agreed that the College remained a going concern and authorised the Chair to sign on its behalf a statement to that effect, incorporating some disclosures in relation to areas of uncertainty in the financial forecasts. The Board also approved the contents of the letter of representation to be addressed to the external auditor and authorised its signature by the Chair.
- 8.5. The Board went on to review the draft annual report and financial statements for 2020-21. Noting that the figures were in line with those presented in the final management accounts considered at the 1 November board meeting and that the statements of corporate governance and internal control and of regularity, propriety and compliance had been carefully considered and recommended for approval by the Audit Committee, the Board was content to approve the report for publication, subject to any minor amendments that might be made to the text following a final proof-reading. The Board also authorised the Chair and the Principal (as appropriate) to sign the Report of the Governing Body and Strategic Report, the three statements (including the Statement of Responsibilities of the Governing Body) and the Financial Statements. Governors congratulated the CFO and colleagues on the production of a comprehensive and coherent report, and particularly on a Strategic Report that was positive but well balanced and that clearly recognised the financial challenges that the College faced.
- 8.6. Asked what further steps remained to be taken, the CFO explained that the external auditor still needed to receive a final report from the funding auditor appointed by the Education and Skills Funding Agency (ESFA). That was seen as a formality, as the recent audit had not resulted in any material findings that might have required adjustments to the accounts. Once the audit certificate had been signed, the accounts would be submitted to the ESFA. The deadline was 31 December, but the CFO was confident of being able to submit the Report and Accounts before Christmas. He confirmed that they would be placed on the College website during the week beginning 10 January, and that, while no press release was planned, a number of responses to possible questions from stakeholders had been prepared.

9. SAR and QEP

- 9.1. Introducing the SAR, the QS Committee Chair reported that the Committee had reviewed this document in draft, and supported the judgement that there had been visible improvement in many aspects of the College's work. The Committee had paid particular attention to curriculum intent, and had been impressed by the way that the curriculum had been adapted not only to local needs (2020-21 having been the first full year of three-centre working) but also to the extraordinary demands imposed by the Covid-19 pandemic. Improvements in the tracking of feedback and progression had been particularly welcome.
- 9.2. The Committee Chair explained that because of the wide range of courses offered, it was difficult to summarise the full evidence base, but the Committee had been satisfied that sufficient detail was available in the SARs that were produced by the three centres and the individual curriculum teams in each centre to enable areas of relative weakness to be identified. Observations of learning, teaching and assessment and student feedback had been analysed alongside attendance, achievement, retention and progression data. The Committee had taken further

comfort from a rigorous process of external moderation at centre and whole-College level.

- 9.3. In discussion, governors agreed that the inclusion of pie charts and other graphics in the SAR was helpful, as it enabled the relative significance of different types of provision to be easily grasped. The overall tone of the SAR, acknowledging improvement overall but also recognising that there were still a number of issues – some of long standing – to be addressed, was also judged to be appropriate.
- 9.4. In response to specific questions, the Deputy Principal said that in his view behaviour and attitudes were not yet ‘outstanding’ overall. While the behaviour and attitudes of adult students were excellent, there was room for improvement in the 16-18 cohort, particularly in relation to attendance (although this had shown some improvement in response to the initiatives described on pages 22-24 of the SAR). Asked why personal development was assessed as ‘outstanding’ while there was still more work to do to support progression, the Deputy Principal said that he would expect Ofsted to base its assessment of personal development on the quality of the opportunities that the College provided to prepare students for their next steps particularly in the development of social and work-related skills. Facilities like the Morley Gallery and Morley Radio were already making a significant contribution in this area.
- 9.5. After further discussion, the Board agreed to approve the SAR. In relation to the 2021-22 QEP, the Board was satisfied that the Areas for Enhancement were appropriate but asked for actions to be better targeted on the areas where the need for improvement was greatest. It was clear that Functional Skills was one such area. Subject to amendments to address this point, the Board agreed to approve the QEP.
- 9.6. The Board then considered the AQR for Higher Education. The QS Committee Chair told governors that the 2021-22 QEP for HE was not yet available: the Committee had requested a number of changes, and hoped to be able to present a revised version to the Board in March 2022. The AQR, like the SAR, provided an evaluation of the quality of HE provision which would be referred to by the Quality Assurance Agency (QAA) when undertaking a Quality and Standards Review. A full explanation of how quality in HE was assessed and monitored would be included in the training resources to be made available in advance of the March 2022 board meeting.
- 9.7. Governors noted that HE provision at Morley had a number of strengths, although recruitment continued to be a challenge. The overall achievement rate had been severely impacted in 2020-21 by poor results from the Business HND course for which students had been recruited through a formal partnership with an independent progression partner. Although due diligence had been undertaken, it had become apparent once the course was under way that many of the students were inadequately prepared. Other HE institutions had reported a similar experience, and Morley had now terminated the partnership.
- 9.8. The Board agreed to approve the AQR, but asked the Deputy Principal and the QS Committee to ensure that the assessment and feedback issues raised in the responses to the National Student Survey were fully addressed in the QEP. In answer to a question about HE provision at the North Kensington Centre, the Centre Principal explained that courses were currently being delivered from the Chelsea Centre but would return to North Kensington when the renovation works were complete in 2022.

10. Equality, Diversity and Inclusion

- 10.1. The QS Committee Chair told the Board that the Committee had considered, alongside the Annual Equality and Diversity Report now presented, a new and powerful Equality, Diversity and Inclusion (ED&I) Statement which, however, still needed some re-drafting. A revised version would be available for the Board to consider at its March meeting, alongside an ED&I Action Plan that would take account of responses to the recent staff survey and of the work being taken forward with the National Centre for Diversity and the Black FE Leadership Group.
- 10.2. Governors noted that, while the Public Sector Equality Duty required the College to publish an annual report, the equality information was not comprehensive because of low levels of disclosure. Moreover, the report did not always draw out from the data that were available the key issues needing to be addressed. The CPO told the Board that she was addressing the non-disclosure issue and in the mean time would review the report with a view to making it more impactful. On that understanding, the Board was content to approve the report for publication.
- 10.3. In answer to a specific question about pay inequalities across the three centres, the CPO told the Board that following collective consultation on the harmonisation of terms and conditions of employment, the College would shortly be initiating individual consultations and taking steps to address any disparities between the pay levels of individual staff members.

11. Strategy implementation

- 11.1. The Board received and considered a report from the Principal, providing what was agreed to be a very useful summary of developments in the operating environment and outlining the main steps taken towards the College's three strategic goals, with a particular focus on Strategic Goal 3 – Ensure Financial Sustainability.
- 11.2. Looking first at progress towards Strategic Goal 1 – Create Outstanding Learning Opportunities, governors noted the success of recent marketing campaigns in improving the visibility of the College and were pleased to learn that Term One enrolments, although still less than half the number planned, were more than ten per cent higher than in 2020. Asked about the marked shortfall in recruitment at the Chelsea Centre, the Principal said that, while the number of 16-to-18-year-old students had risen, and HE courses had had some success, the Centre had not yet found a market for its planned range of unaccredited short courses. The Centre Principals and the SLT as a whole would be giving further thought to its 2022-23 offer, paying particular attention to the progression opportunities that different types of short course might provide at each of the three centres.
- 11.3. Governors were disappointed to learn that the College's bid to secure funding for a Games Hub at Chelsea had not been successful, but congratulated the staff concerned on an imaginative and well-thought-out bid which had helped to raise Morley's profile in the world of esports. They also congratulated those responsible for the College's work with Afghan evacuees, noting that the pilot programme with 52 participants had been highly successful and was now to be rolled out nationally. Asked whether any intellectual property rights attached to the programme, the Centre Principal, North Kensington said that, while Morley could not claim legal ownership of the programme, the learning resources that the College had developed would be clearly labelled as such. The College had been asked to repeat the course with new groups of participants in 2022, and was devising a 16-18 study programme for evacuees as well as enrolling adults on ESOL courses.
- 11.4. In relation to Strategic Goal 2 – Deliver an Outstanding Student Experience, the Board noted the good progress of the renovation works at North Kensington and the efforts being made to bring forward the much-needed improvements at Chelsea.

Governors also welcomed the opportunity to celebrate the wide range of staff and student successes listed in the Principal's report, and commended the College on the introduction of its leadership development programme; the CPO was asked to keep the FRF Committee informed about this programme as it was delivered, with particular reference to the diversity of the managers involved and to any targets relating to the representation of specific groups.

- 11.5. Asked what themes were emerging from the recent Staff Survey, the CPO said that staff generally felt respected and that their work gave them a sense of achievement; they also appeared to understand their responsibilities in such areas as ED&I and safeguarding. On the negative side, a number felt that they did not understand the basis of decisions taken by management or see themselves as able to contribute to those decisions. Given the likely impact of the pandemic and the associated recruitment challenges on staff confidence, the CPO thought that the 'net promoter' score of minus 10 was more positive than might have been expected; the overall response rate of 29 per cent was also not as low as it might appear, as a high proportion of those surveyed were hourly-paid tutors, visiting lecturers and other part-time or casual staff. She confirmed that she would report the outcomes of the staff survey to the FRF Committee at its February meeting.
- 11.6. Turning to Strategic Goal 3, the Principal emphasised that, while the current pandemic-related recruitment shortfall would inevitably have an impact on the College's growth plans, the financial foundations remained firm. He outlined a two-phase response to the challenge of reducing the operating deficit and conserving cash while retaining the capacity necessary to deliver the benefits of the merger when demand returned. Phase One involved a £1 million reduction in sessional pay in 2021-22 and a £500k reduction in the non-pay budget. The pay reduction would be achieved by cancelling or consolidating courses; the non-pay saving through a 10 per cent reduction in the non-pay budgets of all professional service teams other than Marketing and Student Services.
- 11.7. Asked why it was not possible to compensate more fully for an expected £3 million reduction in fee income, the Principal explained that the effect of reduced demand was seen first in smaller class sizes, each delivering a smaller (but none the less welcome) contribution to overheads. In these circumstances, costs remained the same: it was only when a course became unviable or could advantageously be combined with another course that savings could be realised. In answer to another question, he said that he did not expect that the decision to maintain the marketing budget (which was already lower than in 2020-21) would be controversial. A staff governor supported this view, commenting that teaching staff would welcome the stronger commitment to marketing that was now evident; it was reassuring to see the College visibly promoting its courses on buses, in underground stations and on digital billboards.
- 11.8. The Principal also made clear in responding to questions from governors that the College remained committed to expanding the short course offer at North Kensington and Chelsea as soon as resources permitted, and to ensuring in the mean time that the College continued to have access to the wide range of expertise that its hourly-paid tutors offered. He confirmed that the FRF and QS Committees would have the opportunity to consider detailed proposals and that these would be available for review by the Board at its March meeting.
- 11.9. Questioned about developments in the operating environment since the date of his written report, the Principal told the Board that the SLT was continually recalibrating its forecasts in response to changes in government restrictions and in consumer confidence. The latest forecast was that there would be no increase in

enrolments in Terms Two and Three, but that forecast might need to be adjusted upward or downward in January.

- 11.10. The Principal went on to outline Phase Two, which involved longer-term planning. He had asked Centre Principals to re-profile their growth targets in the light of the market information now available: they might wish to consider lower targets for short courses, alongside opportunities to expand provision for 16-to-18-year-olds and the range of courses eligible for funding through Advanced Learner Loans. Morley's HE offer also needed to be re-focused. Following discussion, the Board agreed that, following further analysis by the SLT, the options should receive preliminary consideration at the 7 February Strategy Development Session. Following review by the relevant committees in late February, there should be an opportunity for a full discussion at the board meeting on 28 March.
- 11.11. The CMEO then introduced the report that he had prepared jointly with the Deputy Principal and the CFO describing the approach that the SLT was taking to mitigate the severe impacts of the pandemic on all aspects of College business in 2021-22 (as already outlined by the Principal) and to gain an understanding of how Londoners' learning needs had changed and how Morley might adapt and subsequently market its provision. He introduced the key messages emerging from the work undertaken by Pulse Research, which showed a preference among potential students for courses that enabled them to fulfil a passion and that combined face-to-face and online learning. He also referred to data on Londoners' travel patterns from the Greater London Authority (GLA) and the Office of Rail and Road which would help shape the mix and volume of courses for 2022-23 and beyond.
- 11.12. Governors warmly welcomed the proactive approach that the SLT had taken to developing a new curriculum for a new era as London emerged from the pandemic. Noting that work was already well in hand, and that the GLA and the Department for Education (DfE) both planned to launch skills campaigns early in 2022, they looked forward to reviewing all these issues in more detail at the Strategy Development Session in February. In the mean time, it was vital for Morley to maintain a high profile: unless the College continually put itself in front of potential learners it would struggle to maintain even the market that it had today.

At this point Jonathan Slater and the Centre Principals left the meeting

12. Finance, Resources and Fundraising Committee

- 12.1. The Board received and considered the approved draft minutes of the Committee's recent meeting and its Annual Report for 2020-21, noting that the latter had been amended slightly to emphasise the impact of the Covid-19 pandemic on the Committee's work over the year. Much of the meeting had been devoted to reviewing the College's financial position and the proposed actions to eliminate what would otherwise be an operating deficit (before depreciation) in 2021-22. These issues had been rehearsed in the Strategic Conversation with the ESFA and others on 16 November (the day after the committee meeting) and in more detail at today's meeting (under Item 11 above). The Committee had not thought it appropriate to make any specific recommendation to change or leave unchanged the 2021-22 budget, which would now be reviewed in the light of today's discussions.
- 12.2. The Committee Chair drew the Board's attention to the progress made in implementing the Estates and Fundraising Strategies, and to the work in hand to develop a People Strategy. It was clear that, while the People Operations Report in its current format provided a great deal of information, the format did not currently encourage a focus on strategic issues around people and organisational

development. Committee members looked forward to having a People Strategy in place to frame their discussions.

- 12.3. The Board was pleased to receive and consider the Committee's report on the implementation of the College's Health and Safety Policy, recognising that high standards had been achieved in a very challenging year, and approved the Committee's recommendation to adopt a revised Environmental Sustainability Policy on an interim basis subject to review and revision in the light of the outcomes of the work currently being supported by the College Collaboration Fund.

13. Audit Committee

- 13.1. The Board received and considered the approved draft minutes of the Committee's recent meeting, noting (in addition to the matters already considered under Item 8 above) the increased occurrence of mental health and anxiety concerns within the College community over the past year and the much improved financial control environment (albeit accompanied by significant risks to the long-term financial sustainability of the College, which meant that a focus on cash and margins would remain critical to financial health).
- 13.2. The board also received and considered the Risk Management Committee's report for Term One and noted:
- one risk (Risk 8 – student recruitment) assessed as having very high impact and very high probability;
 - one risk (Risk 9 – cybersecurity) assessed as having very high impact; and
 - two risks (Risks 6 – safeguarding – and 10 – student experience) assessed as having increased in probability (Minute 7.8)
- 13.3. Questioned about the assessment of Risk 10, the Committee Chair explained that the uncertainty about the continuity of provision and the form that provision might take had led the Committee to concur with the Risk Management Committee's view that the risk of the student experience being less than outstanding should now be considered medium rather than low. The Board asked risk owners to ensure that where a particular risk was within the purview of a committee of the Board, that Committee should be advised of changes in the risk rating and of actions being taken to mitigate the risk. The Clerk reminded governors that all individual risk reports were available on the Information for Governors Sharepoint site.
- 13.4. The Board went on to approve the draft Internal Audit Plan for 2021-22. In answer to a question, the CFO explained that a review of cybersecurity had initially been requested from the internal auditor, but the scoping document had not met the Audit Committee's requirement for a hands-on review of security arrangements, including penetration testing. As the College was now planning to achieve Cyber Essentials accreditation by July 2022 and Cyber Essentials Plus (which required independent testing of security arrangements) by October 2022, the Committee had decided that any internal audit work should be deferred until it had a clearer view of the strength of the College's current defences against cyberattack.

14. Quality and Standards Committee

The Board received and considered the approved draft minutes of the Committee's recent meeting and its Annual Report for 2020-21. The Committee Chair told the Board that a number of reports had been considered which were not yet ready to be submitted to the Board but would appear on the March agenda. She drew attention to the discussion of curriculum strategy summarised in Minute 9, and made clear that the

development of an appropriate curriculum to meet the requirements of a post-Covid world would be a priority for the Committee in 2021-22.

15. Remuneration Committee

15.1. The Board received and considered the approved draft minutes of the Committee's recent meeting and its Annual Report for 2020-21. The Committee Chair told the Board that the Committee had considered the question of where in the committee structure responsibility for people and organisational development should lie, but had recommended that a decision be deferred until after the forthcoming external review of governance. She also drew the Board's attention to the importance of the People Strategy and the need to allow sufficient time for board discussion of this, ideally at the forthcoming Strategy Development Session.

At this point the Staff Governors and all College Officers other than the Principal and Clerk left the meeting

15.2. See reserved minutes (Principal and external governors only)

15.3. See reserved minutes (Principal and external governors only)

16. Other business

None

17. Date of next meeting

Confirmed as Monday 28 March 2022 at 4.30 pm at the Waterloo Centre, with an additional meeting to be held on Monday 7 February 2021 at 5.15 pm at the Stockwell Centre following the conclusion of the Governing Body/SLT Strategy Development Session.

The meeting ended at 7.20 pm

Martin McNeill
Clerk to the Governing Body

Confirmed as a correct record at the meeting held on 28 March 2022

and signed by.....(Leisha Fullick) (Chair of that meeting)

SCHEDULE OF OUTSTANDING ACTIONS

Minute	Action	Responsible	By when	Progress
30 March 2020				
1.2	Find opportunity to thank Mr Seriki and Dr Ketteridge for their past service Update July 2021 Recognition event for all governors retiring after long service in 2019-20 and 2020-21 to be arranged in late 2021 or early 2022	Clerk	31 March 2022	
22 March 2021				
8.1	Investigate further opportunities for benchmarking of KPIs Update July 2021 (Minute 13.3) Benchmarking opportunities to be fully considered in setting of 2022-23 KPIs	Principal with SLT	June 2022	
8.5	Consider including 'percentage variance' column in management accounts Update November 2021 Format to be reviewed and any changes introduced from 2022-23	CFO	From November 2022	
19 July 2021				
13.1	Consider alternative questions to be used in annual student satisfaction survey Update December 2021 Full review of student surveys to be undertaken in first half of 2022 and considered by QS Committee	Clerk (to include in QS work programme)	31 December 2021	

Minute	Action	Responsible	By when	Progress
1 November 2021				
4.3	Share results of People Strategy survey Update December 2021 Full report on staff survey outcomes to be considered by FRF Committee 22 February	Clerk (to include in FRF work programme)	31 December 2021	
13 December 2021				
6.4	Report to QS Committee on provision for students with LDD	Deputy Principal	13 June 2022	
11.4	Report to FRF Committee on established managers' development programme	CPO	10 May 2022	
13.3	Ensure that relevant committees are advised of changes in risk ratings	All risk owners	From February 2022	