

# MORLEY COLLEGE LONDON



## GOVERNING BODY

Minutes of a Meeting at the Waterloo Centre on Monday 28 March 2022 at 4.30 pm

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### **Present:**

Ms Leisha Fullick, External Governor (**Chair**)  
Mr Victor Olowe, External Governor (**Vice-chair**)  
Mr Alex Cole, 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  
Mr Jerome Godfrey, Student Governor  
Dr Andrew Gower, Principal and Governor  
Mrs Gail Le Coz, External Governor  
Ms Susan Lindsey, External Governor  
Mrs Debbie Ryle, Staff Governor  
Ms Moyra Samuels, External Governor  
Dr Melissa Score, Staff Governor  
Mr Jonathan Slater, External Governor  
Mr James Ward, External Governor

### **In attendance:**

Mr Aaron Porter, Advance HE  
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, Centre Principal, North Kensington (Items 1-11 only)  
Mr Gerald Jones, Centre Principal, Waterloo (Items 1-7 only)  
Mr Matias Shortcook, Centre Principal, Chelsea (Items 1-7 only)  
Ms Rebecca Tristram, Head of Design, Chelsea Centre (Items 1-3 only)  
Mr Martin McNeill, Clerk to the Governing Body and Company Secretary

### **Absent:**

Miss Justine Brian, External Governor  
Ms Lesley Mills Tagoe, Student Governor  
Ms Heather Smith, External Governor

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## RESOLUTIONS

- To confirm the minutes (including the reserved minutes) of the meeting held on 13 December 2021 (Minute 5.1 and 13.2)
- To confirm the minutes of the meeting held on 7 February 2022 (Minute 6)
- To approve arrangements for the conferral of awards and fellowships, subject to some temporary restrictions (for 2022 only) on the range of individuals invited to make nominations (Minute 9.2)
- To approve the proposed timetable for the conferral of awards and fellowships in 2022 with one amendment (Minute 9.3)

- To create a new role of Lead Governor for Health, Safety and Sustainability (replacing the existing role of Lead Governor for Health and Safety) and to appoint Susan Lindsey to fill that role for the remainder of 2021-22. (Minute 10.3)
  - To adopt, subject to two amendments, a revised Complaints Policy and Procedure for review not later than 31 March 2026 (Minute 11.3)
  - To adopt, subject to one amendment and to any further minor amendments that the ED&I Steering Group might consider necessary, an ED&I Statement and associated Anti-racism Statement for review not later than 31 March 2026 (Minute 11.4)
  - To adopt a Freedom of Speech and Freedom of Expression Policy for review not later than 31 December 2025 (Minute 12.2)
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## **1. Apologies for absence and quorum**

Apologies for absence were received from Justine Brian, Lesley Mills Tagoe and Heather Smith and accepted. The Clerk confirmed that the meeting was quorate.

## **2. Welcome, introduction and declarations of interest**

- 2.1. The Chair welcomed all present, particularly Aaron Porter of Advance HE, who was leading the external review of governance that the Board had commissioned and who had already had meetings with the great majority of governors and members of SLT. She also welcomed Rebecca Tristram, Head of Design at the Chelsea Centre for the Creative Industries, who would be talking about her team's work.
- 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. Team presentation**

- 3.1. The Head of Design presented an account of the work of her team (Appendix 1). She reminded governors that the creative and cultural industries already contributed £116 billion annually to the UK economy and were expected to become even more important in future. Design – whether of fashion, furniture, architecture, interiors, graphics or other products – was a key component of these industries, and the design curriculum needed to keep pace with the rate of innovation in the creative sector, particularly its embrace of modern digital technology.
- 3.2. The team was addressing this issue in different ways in different subject areas: in interior design and architecture, for example, conventional CAD (computer-assisted design) was giving way to augmented reality and virtual reality, which enabled the client to be immersed in the physical space of a design; in clothing design, the team was exploring the use of CLO 3D software, through which clients could create designer 'wearables' using their own avatars. This was a technology potentially offering scope to develop degree-level programmes.
- 3.3. One consequence of the Covid-19 pandemic had been to bring together scientists and creatives, with the former tackling the physical effects of the virus while the latter focused on its social and economic impact. This was leading to a greater recognition of the value of STEAM (science, technology, engineering, arts and mathematics) subjects, as STEM subjects alone could not address the full range of issues facing our society. In that context, it was significant that Morley's Design team was currently developing a T-level in Digital Production, Design and Development.
- 3.4. The Head of Design then described the current curriculum offer, with its range of progression opportunities; 105 students were currently following one or other of the ten design courses on offer. She emphasised the important role of the Chelsea

Stakeholder Advisory Group in influencing curriculum design and increasing employer engagement, and described some highlights of the last year, including the first in-centre exhibition focused on sustainability (the Denim Project), the signage work undertaken by Foundation Diploma students and the professional practice opportunities in interior design currently available through partnership with the KI Group. She also looked forward to the alumni exhibition planned for the end of the year that would celebrate 20 years of millinery at the Chelsea Centre.

- 3.5. Work experience was an important element of all Design courses, as it helped students to develop fusion skills (pride, buoyancy, connectivity, community and ethics) and 'T-shape' skills. Although it had been challenging to deliver meaningful work experience opportunities during the pandemic, students had valued recent experiences at the Saatchi Gallery (working on an exhibition by Toby Dye), as members of the media team at the Association of Colleges (AoC) annual conference and creating podcasts with Morley Radio and Kensington and Chelsea Council. The team was currently looking to employ a dedicated Work Experience Placement Officer to develop relationships with employers and to support students through this vital phase of their learning.
- 3.6. Asked what were the main barriers to employer engagement, the Head of Design said that many creative businesses were micro-enterprises, sometimes working in collaboration. Some were home-based and lacked the people management and health and safety structures that were necessary to ensure a safe and satisfactory experience for students on placement. The challenge was to find employers with the capacity and capability to deliver work experience that would be of real value to the students.
- 3.7. A key element of the team's future plans was the creation of a 'Chelsea Agency' to act as a broker between employers and students seeking work experience. This would work in a slightly different way to online platforms such as Fiverr: rather than matching employers' requirements for paid creative work with individuals offering the necessary skills, it would look for opportunities for students to undertake ancillary activities such as product placement in return for employers re-investing some of the resultant time saving in supporting the students' development. The Head of Design confirmed that the Agency hoped to work in this way with local organisations such as the Portobello Business Centre. Governors would have the opportunity to learn more about this proposal at the House of Commons reception on 28 April.
- 3.8. Governors expressed their appreciation of the insights provided into this important area of the curriculum, but asked what action was being taken to grow student numbers, which were well below the levels planned. Responding, the Head of Design pointed to the range of possible entry points now available, including openings at Levels 1 and 2, and to the progression opportunities on offer at each level. The Covid-19 pandemic had temporarily suppressed the appetites of potential students, but signs of recovery were becoming apparent.

#### **4. Pre-meeting presentations and videos**

- 4.1. Governors were once again appreciative of the five 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 in business development and to the assessment of quality in HE provision, as well as the guided tours of the North Kensington and Chelsea Centres and the extract from the Principal's presentation at the most recent staff briefing. It was agreed that, while these videos contained much valuable information, it would be helpful if future videos could (like board and committee papers) highlight some key issues that governors should be addressing.

- 4.2. Commenting on specific videos, governors noted that, despite the drive towards e-commerce, 15 per cent of students continued to enrol by telephone and 35 per cent in person. Many of the latter group were Essential Skills students, who might have seen course details on the website but not been confident in their ability to complete an online form. It was important to understand who these groups were and to avoid excluding them. The CMEO said that further enhancements to the online enrolment process were in hand, but the College had no plans to close off any of the possible routes to enrolment.
- 4.3. In relation to the HE Quality video, governors observed that the requirements of the Quality Assurance Agency, while possibly less demanding than those of Ofsted, imposed a significant regulatory burden on organisations like Morley with relatively small volumes of HE provision.

## **5. Minutes of 13 December meeting**

- 5.1. The minutes of the meeting held on 13 December 2021 (excluding the reserved minutes – see Minute 13 below) were confirmed as a correct record and it was agreed that they should be signed by the Chair. The Board considered progress on action items and other matters arising from the minutes as follows.

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

- 5.2. The CMEO told the Board that the planned recognition event had now been arranged for Tuesday 5 July and would be held at the Stockwell Centre. All serving governors and those who had retired following long service in 2019-20, 2020-21 and 2021-22 would be invited.

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

- 5.3. The Clerk reported that the review of student surveys was in hand and would be on the agenda of the Quality and Standards (QS) Committee meeting on 20 June.

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

- 5.4. The Board noted that the Finance, Resources and Fundraising (FRF) Committee had received a full report on the outcomes of staff surveys, as recorded in Minutes 9.1 to 9.5 of its 22 February meeting (Item 10a on this agenda).

### 13 December 2021 Minute 13.3 Audit Committee (changes in risk ratings)

- 5.5. The Clerk told the Board that significant changes in risk ratings were now routinely being reported to the relevant committees, as well as being reviewed by the Audit Committee. As evidence, he referred to the discussion of Risk 10 (student experience) recorded in Minute 7 of the QS Committee minutes of 28 February (Item 11a on this agenda).
- 5.6. No other matters arising from the minutes were raised. Governors were satisfied that other outstanding action items were not yet due to be addressed.

## **6. Minutes of 7 February meeting**

The minutes of the meeting held on 7 February 2022 (including the confidential minutes) were confirmed as a correct record and it was agreed that they should be signed by the Chair. No matters were raised arising from the minutes.

*Pedro Dias Ferreira joined the meeting at this point*

## **7. Principal's Report**

- 7.1. The Principal drew the Board's attention to a number of important developments in the operating environment, including the draft statutory guidance on meeting local

needs, the consultation on HE policy reforms and the Greater London Authority (GLA)'s Skills Roadmap for London. Governors noted that the Skills Bill now passing through Parliament included a duty for college governing bodies to review how well their provision was meeting local needs and make appropriate plans. A governor suggested that, to raise awareness, cover sheets to reports should include a question on local needs.

- 7.2. On HE policy, the Principal commended the summary documents produced by Guild HE and referred to in his report. He encouraged governors to read these. He also told the Board that Michelle Cuomo Boorer, the GLA's Assistant Director of Skills and Employment, had accepted an invitation to join governors and SLT for part of the Strategy Development Session on 13 June.
- 7.3. Governors then considered the diagnostic assessment report produced by the team from the FE Commissioner's office that had visited the College on 25 February. The report, which had been received on 24 March (too late for inclusion in the Board pack), was included in the papers as Appendix 3. The Principal explained that the visit had been prompted by concerns about the reduced rate of adult participation in learning following the onset of the Covid-19 pandemic that had been highlighted in Ofsted's Annual Report for 2020-21. This was a national issue, not peculiar to Morley (or to London).
- 7.4. The Board agreed that the FE Commissioner's report was positive and helpful, and had no hesitation in accepting the two recommendations, which reflected action that the College was already taking to align the budget-setting and curriculum planning processes, seek ways of reducing costs and prepare contingency plans, as well as building greater capacity within the Finance team. Governors were pleased to learn that Paul Hughes, currently Head of Finance at the Education and Training Foundation, would be joining as Deputy Director of Finance for Systems and Reporting in July. He had previously worked in the Finance team at Working Men's College.
- 7.5. Asked whether the team required additional capacity in the short term, the CFO said that, while he did not underestimate the challenge of producing a realistic but affordable budget for 2022-23, he believed that this could be achieved within the resources currently available. He would, however, employ additional specialist staff if that were necessary to deliver the budget on time. In response to a further question, the Principal made clear that the proposal to add oversight of IT systems to the CFO's responsibilities would not be put into effect until the new Deputy Director was established in his post.
- 7.6. The Board went on to consider the financial challenges that the College was currently facing and the action being taken to address them. The Chair reminded governors of the key dates over the next four months: the 13 June Strategy Development Session which would be considering the budget strategy for 2022-23; the return visit from the FE Commissioner's team on 1 July<sup>1</sup>; and the board meeting on 18 July which would review the 2022-23 budget and the accompanying 'worst case' contingency plan. Work would be continuing throughout that period on cash management, curriculum planning and resource planning to ensure efficient delivery of the curriculum alongside a return to good financial health.
- 7.7. In relation to cash, the CFO told the Board that, as discussed at the recent meeting of the Finance, Resources and Fundraising (FRF) Committee (Item 10a on the agenda of this meeting), cash had dropped to around 25 days' income and that had triggered a request to draw down £1.5 million of the £3.5 million restructuring facility

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<sup>1</sup>This date was later changed to 11 July at the request of the FE Commissioner Team

that the Education and Skills Funding Agency (ESFA) had made available to support the merger. The application had been approved, and £1.5 million was to be received on 8 April; this would ensure that cash remained above the required minimum level of 45 days' income through to July. The remaining £1 million would be disbursed following the July meeting with the FE Commissioner's team if there was still a need; that would depend on the speed with which the College was able to realise the benefits of the expenditure savings that were planned, as well as on the level of fee income generated in Term Three.

- 7.8. In planning the 2022-23 curriculum, the College was now looking to generate some £20.2 million in fee and grant income compared with the £21.5 million envisaged in the merger plan. The detailed projections were currently being analysed to ensure that a curriculum plan of that size could be delivered efficiently. A reduced curriculum would require fewer hours from sessional staff; once those calculations had been made it would be possible to determine the required saving in the cost of established staff necessary to keep total staff costs below 67 per cent of income. The Principal explained that he was not sharing restructuring proposals with governors at this stage to ensure that governors' ability to give an independent hearing to any appeals against decisions that he might make following consultation was not compromised.
- 7.9. Asked whether there was a risk that income might be lower than £20.2 million, the Principal said that the 'worst case' scenario, with its associated contingency plan, would address that possibility. A governor suggested that more should be done to increase enrolments of 16-to-18-year-olds, the number of whom within the localities served by the College (including the area around the Waterloo Centre) was set to grow over the next few years. In response, the Chelsea and North Kensington Centre Principals described some recent successes in forging links with local schools in need of FE partners.
- 7.10. Another governor referred to the restructuring decisions that had been taken at the time of merger and asked whether some of those had resulted in the College taking on more managers than the curriculum could justify. The Principal made clear in answer that the curriculum head and subject leader appointments made at that time had been, and remained, necessary to enable the College to expand provision at North Kensington and Chelsea (which was one of the primary objectives of the merger). But there were some subject leader vacancies that could be left unfilled for a period and there was also scope to consolidate some teams at Waterloo, particularly in areas that were currently under-recruiting. He agreed that, with foreknowledge of the impact of the pandemic, the College might have hesitated to scale up professional services teams to support a volume of activity that did not materialise as soon as had been expected. The impact of any staff reductions would, however, be softened by the currently high vacancy rate. Governors asked that, in areas where the number of staff in post needed to be reduced, opportunities for voluntary redundancies be sought wherever possible.
- 7.11. The CFO confirmed that attention was also being given to non-pay savings, both in-year and for 2022-23, and that capital expenditure was being carefully managed. Priority had been given first to completing the Gallery project (enabling the College to make full use of external funding) and undertaking works necessary for health and safety, and thereafter to projects that would improve efficiency and facilitate growth (including investment in the new website).
- 7.12. Turning to other aspects of his report, the Principal referred to the recent visit of Robin Walker (Minister of State at the Department for Education) to North Kensington where 18 Afghan refugees were learning essential skills. Asked to explain the title of the programme ('Orientation and Safety') the North Kensington

Centre Principal explained that this had been chosen by the original sponsors (the Home Office and Ministry of Defence), not by the College. The course did, however, include modules covering road safety and personal safety explaining how to access the NHS, the education system and the emergency services. Governors expressed their appreciation of the work that had been done to establish this provision to meet an urgent need and wished the project every success.

- 7.13. The Principal also referred to the progress in harmonising some terms and conditions for teaching staff, which the majority of lecturers and senior lecturers had now accepted. Those who had not would be allowed to remain on their existing terms and conditions. He concluded by drawing governors' attention to some changes in senior staff responsibilities that were being considered, including the appointment of a new Head of Community Learning and the creation of a new role of Chief Planning and Data Officer. This would result in the deletion of the CDIO role and the transfer of the CDIO's responsibilities for digital transformation (to the Deputy Principal) and for IT Services to the CFO. Questioned on the reasons for this change, he explained that the intention was to strengthen the corporate planning function and improve the quality of forecasting across the College. He acknowledged that, while the College remained committed to digital transformation (a cross-cutting theme of the Strategic Plan) investment in this area might have to be scaled back in the short term and increased in the later years of the Plan.

*The Chelsea and Waterloo Centre Principals left the meeting at this point*

## **8. College performance in 2021-22**

- 8.1. Reviewing the KPIs for Term One, the Board was pleased to note high rates of student satisfaction and perceptions of safety, of retention and of achievement (this last relating only to unaccredited courses). Room utilisation, average class sizes and (for 16-18 and adult unaccredited courses) delivery rates were higher than in 2020-21, but still below target and attendance rates had also fallen to below target. Financial KPIs continued to cause concern: income from advanced and higher learning was below target and below its 2020-21 level, while fee income from students on unaccredited courses, while almost double the level of the previous year, only reached 62 per cent of target.
- 8.2. Governors asked for future KPI reports to provide more detail of variances between centres where these were relevant. The Principal agreed to incorporate in his proposals for 2022-23 KPIs (to be considered by committees in the summer term) suggestions of where disaggregation of KPIs by centre might be useful.
- 8.3. In answer to questions specifically about the future of HE provision, in the light of the low levels of enrolment in 2021-22 and the risk (to which the FE Commissioner's report had also drawn governors' attention) of low and unviable group numbers, the Principal said that the Quality and Standards Committee had recognised the need for a strategic approach. A draft strategy was in preparation (as recorded in that committee's minutes – item 11a on the agenda of this meeting). For 2022-23 the focus would be on rationalising current provision (taking account of the risk of reputational damage if courses were withdrawn after students had committed to them), with a new range of programmes being introduced from 2023-24.
- 8.4. The main components of the new HE offer were likely to be degree courses for adults and courses leading to higher technical qualifications, with the opportunity from 2025 (when the proposed Lifelong Loan Entitlement on which the Government was currently consulting was expected to come into effect) for modular study through a range of short courses. Strategic leadership of HE would be considered as part of the re-alignment of SLT responsibilities (see Minute 7.13 above).

## **9. Search and Governance Committee**

- 9.1. The Board received and considered the approved draft minutes of the Committee's recent meeting, noting with pleasure that, with the appointment of two strong student governors and a Student Voice Champion, student voice should be more clearly heard across the College. The Chair also drew governors' attention to the opportunities available to attend Stakeholder Advisory Group meetings at the three centres and to the good progress being made with the external review of governance.
- 9.2. The Board approved the proposals for conferring fellowships and awards, with the proviso that, for this year only, nominations should be sought only from governors, members of SLT and Heads of School/Heads of Curriculum. This was agreed to be necessary because of the very tight timetable that would need to be followed to enable awards to be presented on 5 July. From 2022-23, nominations would be sought from students, all members of staff and former award recipients as proposed by the Committee. The CMEO explained that, while fellowships might be awarded to existing or (more likely) former members of staff, there was a separate annual process for recognising staff achievement (as there was for student achievement).
- 9.3. The Board also approved the proposed timetable, subject to the closing date for nominations being extended to 28 April. It was agreed that the Search and Governance should review the scheme again at its autumn term meeting and propose any amendments that might appear desirable in the light of the experience gained this summer.

## **10. Finance, Resources and Fundraising Committee**

- 10.1. The Board received and considered the draft minutes of the Committee's recent meeting. The Committee Chair summarised the Committee's discussions and the conclusions that it had reached following consideration of financial performance to date and the implementation of the Estates and Fundraising Strategies. Governors noted that the Committee planned to meet again to consider next steps once the outcome of the bid to the FE Capital Transformation Fund was known.
- 10.2. The Committee Chair went on to outline the discussions that had taken place around the Marketing Strategy, expressing his appreciation of the valuable input provided by the student member of the Committee. The Committee had recommended the strategy for approval subject to a number of changes and it would be presented to the Board in a revised version in the summer term.
- 10.3. The Board was pleased to receive assurance that appropriate actions were being taken to enhance environmental sustainability and welcomed the establishment of a cross-College Sustainability Steering Group. The proposal to create a new role of Lead Governor for Health, Safety and Sustainability (replacing the existing role of Lead Governor for Health and Safety) and to appoint Susan Lindsey to fill that role for the remainder of 2021-22 was approved.
- 10.4. Governors also noted the conclusions reached by the Committee following consideration of the results of the 2021 staff survey and of the 2021 Gender Pay Gap Report, which showed very small differences between men's and women's pay whether measured by the mean (which showed men earning slightly more than women) or the median (which showed women earning slightly more than men).



## **11. Quality and Standards Committee**

- 11.1. The Board received and considered the approved draft minutes of the Committee's recent meeting and was pleased to receive assurance as to the progress being made in implementing the FE Quality Enhancement Plan (QEP). In presenting the Committee's recommendation to approve the HE QEP, the Committee Chair expressed disappointment that the Committee's comments had still not been fully taken on board; in particular, the issues around assessment had still to be addressed. As only one term remained in which to implement the Plan, she asked the Board to note (rather than approve) it.
- 11.2. In discussion, governors expressed their support for the proposals outlined in Minutes 9.2 and 9.3 of the Committee's minutes (Item 11a on the agenda of this meeting) and looked forward to having the opportunity in the autumn to consider a more succinct HE QEP: this should flow from an Annual Quality Review (AQR) firmly based on the Quality Code and should aim to identify a small number of Areas for Enhancement that were of strategic importance. This process would be assisted by the changes in the strategic leadership of HE referred to in Minute 8.4 above.
- 11.3. The Board agreed to approve the revised Complaints Policy and Procedure, subject to two amendments: the inclusion in the flowchart of an appeal to the Principal not being supported by new evidence or evidence of a failure in procedure; and the alignment of the two references (in paragraph 2.2 of the procedure and in the 'Timescales' section of the Guide for Students and Other Users (Appendix 3)) to the time frame within which a concern or complaint should be raised. In answer to a question, the Clerk confirmed that a Feedback Report, including details of concerns, complaints and compliments, was considered annually by the Quality and Standards Committee.
- 11.4. The Board also agreed to approve the draft ED&I statement and associated anti-racism statement, subject to the replacement of 'women and men' in the final section of the ED&I statement with 'people' and to other minor changes that the ED&I Steering Group might think necessary. Asked how the statement was to be published, the North Kensington Centre Principal (as joint SLT Lead for ED&I) said that there would be an official launch of the statement early in the summer term.
- 11.5. Governors received and considered the report on progress in advancing ED&I and approved the approach being taken to drafting a revised 2022-23 Action Plan, focusing on a small number of priorities. These should include a review of the curriculum as had been agreed following the workshop led by the Black FE Leadership Group on 28 January.

*The North Kensington Centre Principal left the meeting at this point*

## **12. Audit Committee**

- 12.1. The Board received and considered the approved draft minutes of the Committee's recent meeting, noting that the Committee was content with the changes to the Safeguarding Policy that it had had the opportunity to consider. The Deputy Principal confirmed that the training arrangements outlined in Section 10 were consistent with the development protocol set out in Appendix 7.
- 12.2. Governors were pleased to note good progress in the implementation of the Service Enhancement Plan for the Finance Team and of auditors' recommendations and to receive assurance that both external and internal auditors had performed well over the last year. The Board also welcomed the very clear policy on Freedom of Speech and Freedom of Expression, which it agreed to adopt.
- 12.3. The Committee Vice-chair drew attention to some of the key issues discussed by the Committee in its consideration of the Risk Register and specifically of Risks 8

(failure to achieve student recruitment targets), 9 (failure to manage capital programmes) and 15 (failure to prepare for a major system outage or data breach, including cyber attack). The Committee had been satisfied that controls were in place (even if those controls were not always sufficient to mitigate the risk) and that the Risk Management Committee was functioning effectively, but had asked for further consideration to be given to how risks were defined and calibrated.

12.4. Following discussion the Board agreed to note:

- one risk (Risk 8 – student recruitment) assessed as having high (reduced from very high) probability;
- one risk (Risk 11 – staff recruitment and retention) assessed as having increased in probability; and
- that in the Committee’s view:
  - the assessments of probability and impact of Risk 8 are both now too low and further work is needed to define the criteria against which the probability and impact of this risk (and other risks) should be assessed;
  - Risk 9 (failure to manage capital programmes) needs redefinition to capture the risks to student recruitment and experience and financial performance if there are delays or quality issues with the major capital programmes currently underway; and
  - the impact of Risk 15 (failure to prepare for a major system outage or data breach, including cyber attack) may still be very high rather than simply high.

### **13. Reserved minutes of 13 December meeting**

13.1. External governors agreed that there were no matters arising from the reserved minutes that they wished to discuss and, accordingly, there was no need for staff and student governors or members of College staff to withdraw.

13.2. The Board (without the participation of the staff or student governors) then agreed to confirm the reserved minutes of the meeting held on 13 December 2021.

### **14. Other business**

The Chair thanked Pauline Egan, who was about to retire as a governor, for her outstanding commitment and contribution to the Board over a full eight years. The Principal added his thanks for the quality of the support and challenge that she had provided. Ms Egan wished her fellow-governors well and assured them that she would continue to take a close interest in the work of the College.

### **15. Date of next meeting**

Confirmed as Monday 18 July 2022 at 4.30 pm at the Chelsea Centre, with an additional meeting to be held on Monday 13 June 2022 at 5.00 pm at the North Kensington Centre following the conclusion of the Governing Body/SLT Strategy Development Session.

The meeting ended at 6.45 pm

Martin McNeill  
Clerk to the Governing Body

Confirmed as a correct record at the meeting held on 18 July 2022

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

## SCHEDULE OF OUTSTANDING ACTIONS

Minute	Action	Responsible	By when	Progress
<b>30 March 2020</b>				
1.2	Find opportunity to thank Mr Seriki and Dr Ketteridge for their past service  Update March 2022  Recognition event for all governors retiring after long service in 2019-20, 2020-21 and 2021-22 arranged for 5 July 2022	Clerk	5 July 2022	
<b>22 March 2021</b>				
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	
<b>19 July 2021</b>				
13.1	Consider alternative questions to be used in annual student satisfaction survey  Update March 2022  Full review of student surveys to be undertaken in first half of 2022 and considered by QS Committee	QS Committee	20 June 2022	

<b>Minute</b>	<b>Action</b>	<b>Responsible</b>	<b>By when</b>	<b>Progress</b>
<b>13 December 2021</b>				
6.4	Report to QS Committee on provision for students with LDD	Deputy Principal	20 June 2022	
11.4	Report to FRF Committee on established managers' development programme	CPO	10 May 2022	
<b>28 March 2022</b>				
7.1	Consider including question on impact on provision for local needs in cover sheets for reports	Clerk/ SG Committee	16 May 2022	
11.5	Include curriculum review among priorities of 2022-23 ED&I Action Plan to be presented to QS Committee	CPO/ CP North Kensington	20 June 2022	