

MINUTES OF THE BOARD OF EALING, HAMMERSMITH AND WEST LONDON COLLEGE

Date	14 December 2021	Time	18.00
Venue	Meeting held remotely via Zoom		
Chair	Ian Comfort		

Members: Ian Comfort; Karen Redhead; Callum Anderson; Haitham Dakka; Jess Da Silva; Robin Ghurbhurun; Najia Jamali; Jake McClure; Phillip Kerle; Hilary Macaulay; Shawez Mir; David Paine; Jon Roe; Christopher Saul; Debbie Stephenson; Chris Taylor; Maria Vetrone; Peter Whitehead.

In attendance: Anil Nagpal (Chief Operating Officer); James Taylor (Deputy Principal Curriculum and Quality); David Warnes (Deputy Principal Strategy, Planning and Communications); Richard Eastmond (Executive Director of People and Organisational Development); Chris Nixon (Director of Student Services and Safeguarding), Ra Hamilton-Burns (Governance Advisor)

The session was preceded by vox pops videos of College learners – these are now uploaded to the Governors’ shared portal for viewing.

1	<p>Welcomes and apologies for absence Apologies had been received from:</p> <ul style="list-style-type: none"> • Maria Vetrone • Callum Anderson • Hilary Macaulay • Shawez Mir • Abs Malik and Ian Paxton. They had both passed their thanks and best wishes to the Executive team, Chair and Board. <p>Ian Comfort welcomed Jon Roe, Jake McClure, Chris Taylor as independent governors. He also welcomed Peter Whitehead, the new academic staff governor and Jess Da Silva and Najia Jamali, the new student governors</p> <p>The Board was also joined for the first time by</p> <ul style="list-style-type: none"> • Richard Eastmond – Executive Director of People and Organisational Development • Maxine Deslandes – Director of Finance • Chris Nixon- Director of Student Services and Safeguarding and DSL¹ <p>Auditors In accordance with the Post-16 ACoP² 2021, the meeting will be joined by the external and regularity auditor, Justin Smith, RSM for the item on financial statements and regularity.</p>
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¹ <https://knowhow.ncvo.org.uk/safeguarding/checklists-training-and-other-support/specialist-guides/a-designated-safeguarding-leads-handbook/about-the-designated-safeguarding-lead-role-1>

² <https://www.gov.uk/government/publications/post-16-audit-code-of-practice>

2	<p>Declarations of interest Phillip Kerle noted that he is a governor at Orbital South Colleges and a director of Capital Talent Box Limited (a subsidiary of EHWLC)³.</p> <p>There were no other declarations of interest.</p>							
3.i	<p>Minutes of previous meetings Minutes of 19 October 2021</p> <p>The Board reviewed and accepted the minutes of the meeting of 19 October 2021.</p> <p>AGREED: THE BOARD AGREED TO ACCEPT AND APPROVE THE MINUTES OF THE MEETING HELD ON 19 OCTOBER 2021</p>							
3.ii	<p>Electronic resolution The Board noted the electronic resolution made on 22 November 2021 by a majority vote of the Board.</p> <ul style="list-style-type: none"> • The appointment of Jon Roe as a member of the Board for a four-year period until 13 December 2025 • The appointment of Jake McClure as a member of the Board for a four-year period until 13 December 2025 • The appointment of Chris Taylor as a member of the Board for a four-year period until 13 December 2025 <p>The Board noted the electronic resolution made on 22 November 2021 by a majority vote of the Board.</p> <p>AGREED: THE BOARD AGREED THE GUIDING PRINCIPLES ON SALARY IN PLACE OF PENSION IN CASES WHERE THE INDIVIDUAL HAS REACHED THEIR MAXIMUM LIFETIME ALLOWANCE. REMUNERATION COMMITTEE WILL REVIEW INDIVIDUAL REQUESTS AND, IF APPROPRIATE, MAKE RECOMMENDATION ON SALARY PAYMENTS IN STRICT ACCORDANCE WITH THESE GUIDELINES.</p>							
5	<p>Matters arising Ra Hamilton-Burns reported that all matters and actions were completed except for Item 6.ii which is on this agenda through the Curriculum and Standards Committee minutes.</p> <table border="1" data-bbox="188 1541 1506 1951"> <tr> <td data-bbox="188 1541 264 1818">1.</td> <td data-bbox="264 1541 1326 1818"> <p>6.ii Strategic plan</p> <ul style="list-style-type: none"> • JT to report on the factors affecting progression to the Curriculum and Quality Committee. JT to ensure that there is an improvement programme for TLA and that is reported to the Curriculum and Quality Committee. • The Curriculum and Quality Committee to report back to the Board on the quality of TLA and the statistics around lesson observations </td> <td data-bbox="1326 1541 1506 1818"> <p>Complete</p> <p>Complete</p> <p>On this agenda</p> </td> </tr> <tr> <td data-bbox="188 1821 264 1951">2.</td> <td data-bbox="264 1821 1326 1951"> <p>8.i Safeguarding update</p> <ul style="list-style-type: none"> • SW to report on the risks, systems, and strategies around the College-wide prevent programme to the next Board meeting </td> <td data-bbox="1326 1821 1506 1951"> <p>Complete</p> <p>Complete</p> </td> </tr> </table>		1.	<p>6.ii Strategic plan</p> <ul style="list-style-type: none"> • JT to report on the factors affecting progression to the Curriculum and Quality Committee. JT to ensure that there is an improvement programme for TLA and that is reported to the Curriculum and Quality Committee. • The Curriculum and Quality Committee to report back to the Board on the quality of TLA and the statistics around lesson observations 	<p>Complete</p> <p>Complete</p> <p>On this agenda</p>	2.	<p>8.i Safeguarding update</p> <ul style="list-style-type: none"> • SW to report on the risks, systems, and strategies around the College-wide prevent programme to the next Board meeting 	<p>Complete</p> <p>Complete</p>
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³ <https://www.esc.ac.uk/Orbital-south-colleges>

	<ul style="list-style-type: none"> • DS and SW to discuss methodology to formalise the process and work after a referral has been made to ensure that learners are getting appropriate support. 	
5	Strategic reports	
5.1	<p>Staff Survey</p> <p>Richard Eastmond presented the survey and summarised that the results were not good but reminded governors that the survey was conducted immediately after the Covid-19 pandemic and the essential financial austerity measures that the College had to take.</p> <p>Staff survey</p> <p>This recent staff survey was done in June/July 2021. The participation rate had been the same as in 2019 and whilst this is disappointing the responses are enough to prompt action.</p> <p>There are seven areas of college-wide action:</p> <ol style="list-style-type: none"> 1. Enhanced engagement and communication – key actions are in place 2. Pay and conditions – active discussions and negotiations with two unions are ongoing 3. Organisation structure – options are being iterated and reviewed 4. Professional development – CPD day in October took place with further days planned in Feb and July. Curriculum leadership is being addressed. 5. Provision of equipment – Exec team to conclude prioritization, link to update of College IT infrastructure and communicate to staff early in New Year 6. Staff wellbeing – an appropriate policy based on staff wellbeing to match that of learners better. MIND⁴ contributed to CPD day and are commissioned for 5 further sessions. Policy planned for Spring 2022 7. Fairness, Respect, Equality, Diversity, Inclusion, Engagement – College is reaccrediting Diversity and Inclusion award. Relaunched Black Lives Matter Group. EDI working group is committed to using Race Equality Week in February as focus of awareness building. <p>Earlier that day, the Executive Team had met with the Unions and agreed to outline a raft of actions to the staff for implementation in the New Year.</p> <p>Governors commented that the participation in the survey had been low and asked if there was benchmarking against other colleges for participation in staff surveys. Richard Eastmond responded that the College has set a target of 75%. A staff governor offered the perspective that the College has reacted to the staff survey rapidly and union colleagues had commented that positive and significant action is being taken. Governors asked what is being done to improve communication in the coming year and it seems like this would be something straightforward to improve. Richard Eastmond says that every staff survey in which he has been involved has commented that communications need to be improved. The College is addressing this and has done the following:</p> <ul style="list-style-type: none"> • The CEO and DP&OD had offered face-to-face opportunities at staff forums at all campuses • Held an online staff forum in the first part of the term • Launched the College Life newsletter led by David Warnes and 60% of staff had read it and spent 11 minutes 'dwelling' time on it. • On the CPD day the Executive team spent an hour taking questions from all staff • Bi-weekly meeting for curriculum staff is being launched by Chris Nixon 	

⁴ <https://www.mind.org.uk/about-us/what-we-do/>

	<p>There was a discussion about participation by role type and it was clarified that managers represent 14% of the staff, not the response rate of this group.</p> <p>Governors asked how employee engagement is separated out and are different channels being utilized to drive forward cultural change using improved communications to ensure that behaviours and values sit at the heart of all communication. The DP&OD responded that there is a communications matrix and the College is extremely conscious that they need to use different channels to ensure that the right messages are given and correlating across. The College considered having a campaign to reinforce the College values, but this was not the right time. The focus on immediate actions to address concerns was more urgent.</p> <p>Governors asked if the College is seeking more qualitative data to offer more information to inform the College about what the staff think the issues are. The DP&OD explained that, whilst the survey did not provide this information, it is being collected by staff forums, individual department meetings and meetings with the unions.</p> <p>Ian Comfort thanked Richard Eastmond for his report. The Board noted the next steps and asked for progress reports against the seven priority actions being taken by the College.</p>
<p>5.2</p>	<p>CEO's report including Covid-19 update</p> <p>The CEO's report provides progress updates in the following areas of strategic importance:</p> <ol style="list-style-type: none"> 1. FE Commissioner intervention Karen Redhead reported on the FE Commissioner's stock take visit on 2 November 2021. She explained that the Commissioner had reviewed the one remaining recommendation on the Estates Strategy and added five new ones. Three of the new recommendations were prompted by the staff survey. Of the other two, one was on updating a loan repayment plan for the ESFA and the other on finance staffing and systems. There is an action plan for reporting to the Board and monitoring against the recommendations. The report was received on 13 December 2021 and will be circulated to the Board. Karen Redhead noted that the FE Commissioner Team is not planning to visit again until July 2022. 2. ESFA intervention There have been no case conferences since August 2021, but one is scheduled for 27 January 2022. The reduced frequency of the meetings indicates the view of the ESFA of the College. The Executive Team is in regular dialogue with the ESFA team. 3. Covid-19 Update The College has seen an escalation of activity both in the Borough and the College. They will have risen since the report in the papers. The College is tracking an average of 10 active cases which is an increase against the 6 active cases in the past few months. The College is monitoring suspected cases as an early warning system to enable it to be prepared. At close of play today there were 14 suspected cases. The College is in regular discussions with the Local Authorities and PHE. On two occasions the College has, in discussion with PHE, put in place 'breaks' to stem any spread. Monitoring and management of the situation represents a great deal of work for college colleagues. <p>Governors asked if the College has contingency plans in place in advance of Ofqual⁵</p>

⁵ <https://www.gov.uk/government/organisations/ofqual>

deciding on 7 February 2022 on the examination structure for next year. Karen Redhead said that discussions are taking place and that the College learned lessons from the first lockdown. Some practical courses have been working already to gather evidence as the year progresses to ensure that it is available if there is a move to teacher assessment. The College is following the guidance as it is issued by the DfE. James Taylor reminded colleagues that the DfE have announced that the January 2022 exams are to go ahead, and the College is collating evidence as a contingency.

4. Enrolment performance

- The business case to the ESFA to cover the shortfall on the AEB has been successful for the 2020-21 year and there will be no claw back.
- 16-18 R04 enrolment for 21/22 stands at 1,698 against 1,655 at the same point last year.
- GLA AEB budget is £3.316m against £2.845m last year
- ESFA AEB is mostly subcontracted
- College AEB direct provision is at £197k compared to £125k last year
- Adult learner loans are slightly down
- Apprenticeships are up by circa £100k

The Board noted the report.

5.3.i College Operational Plan 2021-22

This report is based on the first quarter of the 2021-22 operational plan and provides a snapshot of the progress against the immediate priorities of the academic year.

As the report is a snapshot taken on 30 October 2021, only a small number of actions were falling due. Of the 22 actions due- 45% were green or amber/green and the impact has been seen or almost seen.

- **Financial** - All actions are amber with progress being made, but impact not yet realised. Some actions relate to the parts of the Estates strategy that are outside of the College's control and awaiting the outcome of a decision on the listing before progress can be fully made.
- **Business Development** - The actions due are green rated and are linked to the decrease in the volume of ESFA subcontracted provision and the establishment of the Climate Committee to progress the College's Environmental Sustainability Strategy. The College has also successfully won additional funds for the Skills Accelerator development programme
- **Curriculum** - The action due is rated Green and is the establishment of a tutorial programme which is currently being rolled out for all study programme learners.
- **Quality** - This section is awaiting the finalised Quality Improvement Plan (QIP) for 2021-22.
- **People and Culture** -The action due is rated green and relates to the restructure of the HR team and the appointment of a new Head of HR who starts on the 6 December.
- **Estates** - The actions due rated Green are related to the measurement of the college's carbon footprint, which has been completed and is one of the first stages in our Environmental and Sustainability Strategy.

Correction: page 2 table 2 – quality is a red action and should be 9%.

The Dashboards for 2021/22 are now live and are available on the portal. All the data is being checked and the report will come to the Board.

ACTION: RHB to ensure new governors are able to access the live dashboard.

The Board noted the report.

5.4 College Self-Assessment Report

The College SAR had been reviewed by members of the Board at a SAR validation panel on 18 November 2021 and was presented to the Curriculum and Quality Committee on 1 December which is now recommending this report. The College is due an inspection from Ofsted. The grades have remained the same but there is a heatmap to show the nuances on progress that has been made.

Judgement area / type of provision	Self-assessed grade 2019/20	Self-assessed grade 2020/21
Overall effectiveness	Requires improvement	Requires improvement
Quality of education	Requires improvement	Requires improvement
Behaviour and attitudes	Requires improvement	Requires improvement
Personal development	Requires improvement	Requires improvement
Leadership and management	Requires improvement	Requires improvement
Education programmes for young people	Requires improvement	Requires improvement
Adult programmes	Good	Good
Apprenticeships	Requires improvement	Requires improvement
Provision for learners with high needs	Good	Good

Governors asked if the College had rated itself as 'requires improvement', it had considered that it was either heading to inadequate or on the way to good. James Taylor said the direction of travel is in the positive but there is a challenge to achieve the pace that is required.

Debbie Stephenson, who had been one of the governors on the SAR validation panel, said that there was robust debate and there had been areas that cusped on inadequate but that it is clear that actions have been put in place.

Ian Comfort thanked governors who participated in the SAR validation and the Executive for the report.

AGREED: THE BOARD AGREED TO APPROVE THE SELF ASSESSMENT REPORT FOR 2020-21

The QIP will come to the January 24 Board meeting.

ACTION: JT to bring the QIP to the January 24 Board meeting.

6.i September and October 2021 management accounts

Ian Comfort welcomed Maxine Deslandes, Director of Finance, to her first Board meeting.

October 2021 management accounts

Executive Summary

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Year End Budget £000's	Year End Forecast £000's	Variance £000's
Total Income	7,735.0	7,790.0	54.0	30,941.0	31,982.0	1,041.0
Total Pay	4,404.0	4,260.0	146.0	17,817.0	17,892.0	(75.0)
Total Non-Pay	3,206.0	3,057.0	148.0	12,824.0	13,960.0	(1,136.0)
Surplus/(Deficit) Excl Pension Cost	125.0	473.0	349.0	300.0	130.0	(170.0)
Pension Cost*	509.0	509.0	0.0	2,037.0	2,037.0	0.0
Surplus/(Deficit) incl Pension Cost	(384.0)	(36.0)	349.0	(1,737.0)	(1,907.0)	(170.0)

Key Performance Indicators

Ratios	YTD Actual	Year End Target	Year End Forecast
Cash Days	141 Days	104 Days	104 Days
Current Ratio	1.26	1.13	1.13
Borrowing/ Income %	41.85%	42.12%	42.12%
Pay/ Income %	63.4%	63.2%	63.2%
Estimated Grade		Requires Improvement	Requires Improvement

There has been an adverse movement of £170k. there is a favourable movement on income due to the successful application to the ESFA on the business case. This has a corresponding adverse movement on non-pay and there has been adverse movement on the pay. Pressure is driven by the national insurance increase due in April 2022 which was announced after the budget was drawn up.

Ian Comfort asked if there is a new requirement from the FE Commissioner on when management accounts should be available⁶. Anil Nagpal explained that best practice would be within fifteen days of month end and the College is working to achieve this.

Governors asked for an update on GLA clawback but there had been no response to-date. Anil Nagpal confirmed that this has been provided for in the Financial Statements.

The Board noted these reports.

6.2 Confirmation of Going Concern

Anil Nagpal confirmed that the strong performance and strong cash position means that the College is a going concern for the next six months. There is a repayment schedule to discuss with the DfE which may affect the cash position.

⁶ <https://www.gov.uk/government/publications/college-management-accounts-good-practice-guide>

	<p>AGREED: THE CORPORATION AGREED THAT TO THE BEST OF ITS KNOWLEDGE THE COLLEGE IS OPERATING AS A GOING CONCERN.</p>
<p>6.3</p>	<p>Subcontracting update report</p> <ul style="list-style-type: none"> • Since the beginning of the new academic year, six weekly performance monitoring meetings have been held with all subcontractors • The Partnership management group, chaired by DPSPC produces a RAG rating for each contract • All subcontractors are on track to meet maximum contract values • This will be reviewed early in the Spring Term • The review will include those supporting the College growth target for GLA AEB • Quality assurance checks will be completed by February 2022 and a report will come to the Board. <p>The Board noted the report.</p> <p>The Chair thanked David Warnes for his report.</p>
<p>7</p>	<p>ANNUAL REPORT AND FINANCIAL STATEMENTS 2020/21</p>
<p>7.1</p>	<p>Draft financial statements <i>Justin Smith, Audit Manager, RSM joined the meeting at 19.00.</i></p> <p>Anil Nagpal introduced the Financial statements to 31 July 2021 which have been issued twice – most recently with an update on Friday 10 December 2021, which was accompanied by a note to the changes which had mostly related to the narrative. He drew the attention of the Board to two particular pages:</p> <p>Page 39 – consolidated accounts. The deficit is £2,949k against £3,786k last year. The deficit has almost halved in comparison to last year when the proceeds of the disposal of Southall is removed from 2019-20 which made the deficit £5,522k before gains on disposal. This represents a year-on-year reduction in deficit but there is more work to do.</p> <p>Page 41 – consolidated balance sheet</p> <ul style="list-style-type: none"> • Cash position is good at the end of year at £10.3m • Loans with the bankers and DfE have been reclassified during the audit as short-term loans and therefore show on the balance sheet. <p>Governors asked what the impact of this reclassification would be. Anil Nagpal explained that this means the loans now fall due within one year and this, in turn, impacts on the College's financial ratios. The current ratio, in particular, will be shown in a worse position than the actual position. The agreement of the repayment schedule with the ESFA will mean that the College will come out of the default position and the situation will return to the norm in terms of classifications of the loans.</p> <p>Phillip Kerle reported that governors at the joint Audit and Finance and General Purposes Committee meeting on 6 December 2021 had been anxious to clarify if there was a risk that the financial statements would be qualified. Justin Smith said that the accounts are unqualified. The wording in the audit report is the same that was used in the 2019-20 year's accounts as there had been a breach of the covenant with the ESFA which had happened post-end of year. This year, there is a material uncertainty paragraph on page 34 of the Financial Statements which refers to the going concern policy</p>

to explain that until the repayment plan is agreed, the College is not in a position to repay the loans in the short-term. The accounts are not qualified.

Governors commented on the expression 'not time to take the foot of the gas' in terms of financial health and asked if the College has quantified the potential cost of not investing in teaching and equipment. Anil Nagpal said the College is very aware of the actions that need to be taken and they are factored in a Capital expenditure budget and are investing in teaching and learning in particular. There is a balance to be made as a trade-off between the financial health and sustainability of the College and improvements in quality. Karen Redhead added that the College has taken many actions to support morale. Post-pandemic the College is focussing on increasing income and saving costs for example, coming out of expensive leases at Park Royal.

These financial statements represent another improved performance, but the Executive Team continues working to make further improvements to get to 'Good' financial health by 2024. The College is very aware that it needs to go at the right pace to ensure that it can deliver quality teaching and learning. Governors asked for reassurance that financial cuts will not affect quality and asked if there the College is sure that they had not resulted in the recent lower outcomes. Karen Redhead said that the financial cuts had been done and now focus is on increasing income. The recent reduction in outcomes was linked to the pandemic and not to the financial situation.

Justin Smith presented the Audit Findings report. He highlighted three key audit areas:

1. **Fixed assets** - the fixed asset register is greatly improved over the last three years. However, it is difficult to reconcile the items to the assets in the deferred capital grant schedule. This should be reviewed.
2. **Going concern** – flagging up the material uncertainty in both the College accounts and the Capital Talent Box accounts. Evolve Limited's accounts have not been prepared on a going concern basis as the trade has been transferred to the College.
3. **Accruals and provisions** - the College has large accruals and provisions such as:
 - Dilapidation provision for Park Royal of £500k which is an estimation but seems reasonable
 - £2047k for SCL potential clawback which has been on the accounts for several years
 - £450k for WCLA accrual, which is an estimation, but the College position appears reasonable.
 - £465k clawback for GLA £465k estimation and there is no confirmation from the GLA to date.

Ian Comfort asked if it is the opinion of RSM that the College has made reasonable assumptions on its clawbacks and Justin Smith confirmed that this is the case.

There had been a joint meeting by Audit and Finance and General Purposes Committees who scrutinised and recommended the following which were agreed:

AGREED: THE BOARD AGREED TO APPROVE THE POST-AUDIT MANAGEMENT LETTER (FINANCIAL STATEMENTS AND REGULARITY) TO THE BOARD AT ITS MEETING ON 14 DECEMBER 2021 FOR SIGNATURE BY THE CHAIR AND CAO

AGREED: THE BOARD AGREED TO APPROVE THE AUDIT REPRESENTATION LETTER TO THE BOARD AT ITS MEETING ON 14 DECEMBER 2021 FOR SIGNATURE BY THE CHAIR AND CAO

AGREED: THE BOARD AGREED TO APPROVE THE RSAQ AND THE RSAQ PART B TO THE BOARD AT ITS MEETING ON 14 DECEMBER 2021

	<p>AGREED: THE BOARD AGREED TO APPROVE THE EALING, HAMMERSMITH, WEST LONDON COLLEGE FINANCIAL STATEMENTS TO THE BOARD AT ITS MEETING ON 14 DECEMBER FOR SIGNATURE BY THE CHAIR (AND WHERE APPROPRIATE THE CAO)</p> <p>AGREED: THE BOARD AGREED TO ACCEPT THE ANNUAL REPORT OF THE AUDIT COMMITTEE</p> <p><i>Ian Comfort thanked Justin Smith who left the meeting at 19.23.</i></p>
7.2	<p>Capital talent box contract This item was deferred.</p>
7.3	<p>Outline DfE repayment proposal Anil Nagpal presented the context which reminded colleagues that there is an interest-bearing loan from the DfE of £11.6m. There are many variables to consider and 1.18 and options to be evaluated. It is important to strike the right balance, but a repayment plan is to be submitted by 31 December 2021. The CEO and Anil Nagpal will work with the Chairs to create the final plan. Governors asked for that the document be circulated to members as soon as possible and they should email Anil Nagpal with comments.</p> <p>Action: AN to circulate the draft repayment plan and governors to respond in a short-time frame as there is a deadline</p> <p>Members asked if the Park Royal exit costs includes the cost of moving the provision into Southall because the WCLA cost seems to be an example of where such consideration had not been made. Karen Redhead said that the accrual for WCLA was the result of an arrangement made by a prior management team which committed the College to paying £1m over a ten-year period. For various reasons the legal documentation was not completed, and no payments were made. When WCLA asked the College to vacate during the pandemic as they had decided not to progress with the Academy and expressed that neither party would be expected to make any payments. College is expecting there to be no costs due but for prudence have made an accrual. Anil Nagpal said that the approach is centred on prudence to ensure that there is provision for a worst-case scenario.</p> <p>AGREED: THE BOARD AGREED TO DELEGATE FINAL APPROVAL OF THE DFE REPAYMENT PROPOSAL TO THE CHAIR, CHAIR OF FGP COMMITTEE AND CHAIR OF AUDIT COMMITTEE.</p>
8	<p>CURRICULUM AND QUALITY REPORTS</p>
8.1	<p>Learner Voice James Taylor summarised the report that had gone to the Curriculum and Quality Committee on the outcome of learner survey and explained that the learner voice is captured from many different sources. Both Student Governors commented that they felt the College appropriately captured the views of students.</p> <p>Governors commented that it is likely for the impact of covid to continue for at least the next couple of years and many employers are capturing different strategies that have been adopted and how they work. They asked if, bearing in mind the impact of students, if the College has reference to the new normal to capture issues on mental health and positive new delivery and learners' reactions to them.</p> <p>Members requested more regular activities to capture of learner voice throughout the academic year which would be a useful information asset. James Taylor said that he agrees and the College will seek to gather more learner voice both from observed, and unobserved lessons.</p>

	<p>Governors commented that the learner voice surveys are presented in detail to the Curriculum and Quality Committee who scrutinise more detailed reports. Robin Ghurbhurun added that this particular survey had been compared to the end of year survey form last year to offer context. Ian Comfort reminded members that the committees provide greater scrutiny as a matter of course to allow a robust approach to all Board matters.</p> <p>The Board noted the report.</p>
<p>8.2</p>	<p>Safeguarding</p> <p>Chris Nixon reminded the Board that the only report that had not been submitted to the Curriculum and Quality Committee was the update on safeguarding. He offered the following highlights:</p> <ul style="list-style-type: none"> • At the time of the report there were 166 students that had been reported to Safeguarding opposed to 183 in the whole year of 2021/22 • This is now 196 which is not a surprise • 42% is around mental health and this is increasing • There has been an increase in violent incidents on campus (particularly at Hammersmith campus) and off campus that have involved the police • The College has invited the Police onto the campus, and they attended with metal scanning wands • There have been outreach visits from the Police to mitigate the violence • There was one serious incident of a student being injured by a knife • There will be regular reports throughout the year <p>Deborah Stephenson commented that she has met regularly with Chris Nixon and Sara Woodward during the term and had attended the College Safeguarding and Prevent panel. The College is monitoring the issues but unfortunately behaviour has resulted in exclusions. Chris Nixon is meeting with security and there have been discussions about how staff might make it more welcoming particularly at Hammersmith Campus and create a culture of high expectations. Work is ongoing and there will be a rota in 2022 for managers to greet learners as they enter the college. One impact of the pandemic is that learners have not developed the ability to manage minor conflicts which have escalated, and this has led to some exclusions.</p> <p>Robin Ghurbhurun said that there were updates submitted to the Committee which scrutinised the reports and judged them to be robust.</p> <ol style="list-style-type: none"> i. Report for first term of Academic Year ii. Annual report to the Governors on Safeguarding 2021/22 <ol style="list-style-type: none"> iii.a) Prevent report iii.b) Prevent strategy iii.c) Prevent risk assessment and action plan <p>The Board noted the update and thanked Chris Nixon for his report.</p> <p>AGREED: THE BOARD APPROVED THE PREVENT REPORT, PREVENT STRATEGY AND PREVENT RISK-ASSESSMENT AND ACTION PLAN.</p>
<p>8.3</p>	<p>HE reports</p> <p>James Taylor presented the reports which had been to the Curriculum and Quality Committee and have been scrutinised.</p> <ol style="list-style-type: none"> I. HE report

	<p>II. HE strategy III. OFS statement on bullying and harassment</p> <p>Robin Ghurbhurun said the Committee had reviewed the OFS statement and particular focus had been given to ensure that there had been appropriate inclusion of a sexual harassment clause.</p> <p>AGREED: THE BOARD AGREED THE OFS STATEMENT ON BULLYING AND HARASSMENT.</p>
8.4	<p>Equality and Diversity and inclusivity annual report This report had been scrutinised by the Curriculum and Quality committee who recommended it to the Board.</p> <p>A Governor commented that the fourth objective doesn't seem like a discrete objective but should be an expectation as business as usual over a four-year period. James Taylor acknowledged that this is a fair challenge, and this is around publicising college activity. Robin Ghurbhurun asked that there should be more regular reporting against this item.</p> <p>AGREED: THE BOARD APPROVED THE EQUALITY AND DIVERSITY AND INCLUSIVITY ANNUAL REPORT 2020-21</p>
9	<p>OTHER REPORTS</p>
9.1	<p>Risk management report and risk register Anil Nagpal presented the update which comes to each Board meeting. It includes the risk register, risk mapping and a risk commentary.</p> <p>Governors asked why the report only refers to the risk of apprenticeships receiving a poor report and not the whole College. Anil Nagpal will review this and report back.</p> <p>ACTION: AN to review the risk of a poor Ofsted report.</p> <p>AGREED: THE BOARD APPROVED THE RISK REGISTER</p>
9.2	<p>Annual report of the Search Committee Ra Hamilton-Burns presented the annual report of the Search Committee.</p> <p>The Board noted the report.</p>
10	<p>COMMITTEE REPORTS</p>
10.1	<p>Recommendations from Committees These recommendations had all been reviewed by Committees and the discussions and recommendations are detailed in the minutes of those meetings. They were taken for approval 'en bloc'.</p> <p><i>Items followed by MA had been reviewed discretely as individual items on the agenda in the items above but are recommended as follows:</i></p> <p>The Remuneration Committee of 11 November recommends:</p> <p>i. Senior Post Holder Annual report 2020/21 (A)</p> <p>AGREED: THE BOARD AGREED THE SENIOR POST HOLDER REPORT 2020/21</p>

The Curriculum, Quality and Performance Committee of 1 December 2021 recommends the following:

- That the Board approves the Self-Assessment Report for 2020/21- MA
- That the Board approves the HE Strategy – (A)

AGREED: THE BOARD APPROVED THE HE STRATEGY

- That the Board approves the Annual Equality, Diversity and Inclusion annual report - MA
- That the Board receives the Annual Safeguarding Report to Governors - MA
- That the Board approves the Prevent Strategy – (A)
- That the Board approves the Safeguarding policy (A)
- That the Board approves the Student Union constitution (A)

AGREED: THE BOARD APPROVED THE PREVENT STRATEGY

AGREED: THE BOARD APPROVED THE SAFEGUARDING POLICY

AGREED: THE BOARD APPROVED THE STUDENT UNION CONSTITUTION

Audit Committee of 6 December 2021 recommends:

The approval of the

- Strategic risk register - MA
- Annual financial statements including Evolve Ltd and Capital Talent Box Limited - MA
- Regularity Letter of representation to 31 July 2021 – for signature of the Chair and CAA - MA
- Audit Representation letter for signature of the Chair and CAA - MA
- Independent Auditor's report - MA
- Annual report of the Audit Committee – MA

Finance and General Purposes Committee of 6 December 2021 recommends:

- Jointly recommends the annual statements and letters from the Audit Committee
- Recommends that the Board asserts that the College is a Going Concern

10.2	<p>Minutes of the Audit Committee 6 December 2021</p> <p>Anil Nagpal reported that RSM, the external and regularity auditor, has had a long-standing contract so in recognition of best practice this will be reviewed in the New Year and the College will be going out to tender. Mazars, the internal auditor, has a contract which ends in March 2022 for historical reasons, so this will be extended until July 2022 and the College will look for a tender process for this service too.</p>
10.3	<p>Minutes of the Finance and General Purposes Committee 6 December 2021</p> <p>Phillip Kerle reported that there was a joint meeting with the Audit Committee on 6 December and most of the papers were covered on the main agenda.</p> <p>Ian Comfort thanked PK and the other colleagues on FGP for the scrutiny and hard work.</p>
10.4	<p>Minutes of the Curriculum and Quality Committee 1 December 2021</p> <p>Robin Ghurbhurun reminded colleagues that many of the papers scrutinised by the Curriculum and Quality Committee had been covered in items 5 and 8. Key themes to be included in the Quality Improvement Plan were touched on with focus on TLA and to be presented in January 2022. The Committee will continue to focus over the next six months on intervention to improve learner experience through observations and learner voice. It also continues to ensure that there is not just focus on outcomes but on safeguarding and learner and mental health wellbeing. It will ensure that this culminates in positioning both the data and the reporting and actions for the best possible Ofsted</p>

	<p>outcome. He was pleased to report that on TLA there in the most recent observations which included 12 teachers who were considered to be below good or requires improvement, 66% are now good or outstanding which demonstrates good progress as a result of the actions taken.</p> <p>Ian Comfort thanked Robin Ghurbhurun and the governors on the Curriculum and Quality Committee for the considerable amount of work they had undertaken during the year.</p>
10.5	<p>Verbal update from the Remuneration Committee Ian Comfort reported in the absence of the Committee Chair, Callum Anderson. The Committee had discussed:</p> <ul style="list-style-type: none"> • Staff survey – had been covered under Item 5 and the Committee had discussed this as it was the first Committee after the survey was published. • Appraisal and targets for Senior Post Holders • Guiding principles for salary in place of pension – covered in Item 3
11	<p>Any other business There was none. Ian Comfort thanked all the Board members for their contributions during the year, for the preparation that they put into reading the papers in order to bring informed questions and challenge and that made the meetings run effectively.</p>
12	<p>Meeting evaluation Governors commented that the meeting had been enjoyable and well-conducted. They added that it had been very well chaired and that the Board had covered a great deal of business in the two hours. Everyone had been given the chance to contribute. One member said that the hyperlinks from the agenda to the documents had made navigation very straightforward.</p> <p><i>The meeting closed at 20.02</i></p>
13	<p>DATES OF NEXT MEETINGS</p> <ul style="list-style-type: none"> • Monday 24 January 2022 inc. strategy conf 14.00-19.00 • Tuesday 29 March 2021 at 18.00 • Tuesday 24 May at 18.00 • Tuesday 28 June at 18.00