

**EALING, HAMMERSMITH, AND WEST LONDON COLLEGE
FE CORPORATION MEETING**

Date	1 April 2021	Time	18.00
Venue	Meeting held remotely due to COVID-19		
Chair	Ian Comfort		

Members: Ian Comfort; Karen Redhead; Callum Anderson; Oceana Skye Campbell; Joanne Germani; Robin Ghurbhurun; Philip Kerle; Hilary Macaulay; Matthew McMahon; Shawez Mir; Mohamed Moussa; David Paine; Christopher Saul; Debbie Stephenson; Maria Vetrone

In attendance: Anil Nagpal (Chief Operating Officer); James Taylor (Deputy Principal Curriculum and Quality); David Warnes (Deputy Principal – Strategy, Planning and Communications); Ra Hamilton-Burns (Governance Advisor); Saad Siddiqui (Co-opted Governor) Elsa Wright (Director of Governance – New City College)

The meeting was preceded by Vox Pops from learners who shared their experience of being back in College and suggestions of steps the College could take to make it even better

No	Minute
1.	<p>Apologies for absence and other matters Jan Edrich had sent her apologies.</p> <p>The Chair welcomed Jo Germani to her first meeting of the Board as the elected Academic Staff Governor.</p> <p>The Chair welcomed Saad Siddiqui, new co-opted member of the Audit Committee and Elsa Wright, Director of Governance of New City College. He explained that they were both attending as observers for today's meeting. He also welcomed Ben Burchett, Head of HR Operations, who was attending to present the item on Gender Pay Gap reporting.</p>
2.	<p>Governance matters 2021/22 calendar – this has been circulated for review in the Governance briefing on 8 March. The Interim Governance Advisor reported that she had received no comments or requests for changes.</p> <p>AGREED THE BOARD APPROVED THE CORPORATION AND COMMITTEE CALENDAR FOR MEETINGS FOR 2021/22</p> <p>Ra Hamilton-Burns reported that she had received two resignations from members of the Board since the last meeting. Becky Caldwell resigned on the 11 March due to work pressures that meant she could no longer commit to governor involvement and Peter Chapman who reluctantly resigned on 24 March as he has taken on Trusteeship of another organisation and cannot manage both roles. Both members had asked her to pass on their best wishes to the Board and wished the College every success in the future.</p>

Ian Comfort asked the Clerk to pass on the thanks of the Board to both of them and it was agreed that a small token of appreciation would be arranged.

Action: RHB to organise notes of thanks and tokens of appreciation for Peter Chapman and Becky Caldwell.

Ra Hamilton-Burns reported that the College seal had been applied to the Overage Deed in accordance with the resolution made at the Board meeting on 28 January 2021 by Katharine Field and was signed on behalf of the Board by Karen Redhead and Ian Comfort. The College had been contacted on the 31 March 2021 to say that the executed deed was no longer required as the time frame had elapsed.

The Board is asked to approve the appointment of Debbie Stephenson to the role of Safeguarding Link governor in place of Becky Caldwell.

AGREED: THE BOARD APPROVED THE APPOINTMENT OF DEBBIE STEPHENSON AS SAFEGUARDING LINK GOVERNOR.

The Chair invited members to volunteer to become a director of Evolve Learning Group Ltd and/or Capital Talent Box Ltd.

AGREED: THE BOARD APPROVED THE APPOINTMENT OF PHILLIP KERLE AS DIRECTOR OF EVOLVE LEARNING GROUP LTD

AGREED: THE BOARD APPROVED THE APPOINTMENT OF PHILLIP KERLE AS DIRECTOR OF CAPITAL TALENT BOX LTD

3. Declarations of interest

Phillip Kerle noted that he is also a governor at Orbital South Colleges¹.

Matt McMahon noted that his wife is an employee at BDO Partners.²

4. Minutes of previous meetings

The Board reviewed and agreed that the minutes of the previous meetings were accurate records.

AGREED: THE BOARD AGREED TO ACCEPT AND APPROVE THE MINUTES OF THE MEETING HELD ON 15 DECEMBER 2020

AGREED: THE BOARD AGREED TO ACCEPT AND APPROVE THE MINUTES OF THE MEETING HELD ON 28 JANUARY 2021

AGREED: THE BOARD AGREED TO ACCEPT AND APPROVE THE MINUTES OF THE MEETING HELD ON 4 MARCH 2021

¹ <https://www.esc.ac.uk/Orbital-south-colleges>

² <https://www.bdo.co.uk/en-gb/home>

5.	<p>Electronic Resolutions</p> <p>The Board noted the list of members who voted to accept the electronic resolution circulated on 17 February 2021 and confirmed by Ra Hamilton-Burns as Interim Governance Advisor. The resolutions had been made as follows:</p> <p style="text-align: center;">AGREED: THE BOARD AGREED THAT THE COLLEGE WOULD ADOPT:</p> <ol style="list-style-type: none"> 1. GUIDANCE FOR GRIEVANCE AGAINST SENIOR POST HOLDERS 2. DISCIPLINARY POLICY FOR SENIOR POST HOLDERS 3. GRIEVANCE OF A SENIOR POST HOLDER
6.	<p>Matters arising</p> <p>Both matters arising had been completed and the copies of the final capital bids were included in the appendices of the meeting's papers.</p> <p>Ian Comfort recorded formally that the Executive Team had created comprehensive and well-structured bids which were extremely thorough and robust. Karen Redhead thanked the Chair and added that the final bids were stronger as a result of the contributions of the Board.</p>
7.	Strategic reports
7.1	<p>CEO's report including an update on Covid-19 impact</p> <p>Karen Redhead offered updates on the following:</p> <ol style="list-style-type: none"> 1. FE Commissioner intervention <p>She updated the Board that she had been informed inadvertently that the FEC is likely to visit in May 2021. The prior visits had been led by Frances Wadsworth, Deputy FE Commissioner but she has been appointed as the interim FE Commissioner, so she is unlikely to continue as the College contact.</p> <p>Action: Ian Comfort to send FW a note of congratulation</p> 2. ESFA intervention <p>Karen Redhead reported that there had been an ESFA case conference earlier that day, with the anticipated items being discussed. There had been a lengthy discussion on the IBR process. She had requested an additional item to discuss the policy reforms of subcontracting and its adverse impact on the College..</p> 3. Covid-19 Update <p>There has only been one further case of C-19 at the College since this report had been published. There has been no rise of cases in the London Boroughs. The lateral flow testing has been a challenge for the College as it has diverted staff to testing centres across four campuses. Karen Redhead commented that it had been interesting to hear in the learner vox pops prior to the Board meeting that this had been well received by students. There had been a high rate of learners declining to take the test with only 49% of learners taking the tests. 87.2% of those who refused had BAME heritage. There had been a particularly high rate of learners declining at Park Royal which is predominantly construction students. Hilary Macaulay reported that, in her role overseeing vaccine centres in South West London, she sees a high level of construction workers attending as it is mandatory on construction sites.</p> <p>400 learners have now moved to self-testing and some staff will now be returned to their core duties.</p>

Governors asked if there had been a focus group to ascertain why learners declined tests. There had not been a formal investigation, but tutors had reported reticence in their classes. There has also been reluctance among some staff members to get the vaccination and they have been advised to seek independent information to inform their decision about taking the vaccine. Matt McMahon congratulated the CEO and team on a smooth roll out of testing and added, as a staff member, he had observed it being very successful. He added that he had also witnessed peer pressure in action amongst the learners to not participate in testing. Governors asked if there are any statistics on staff take up of home testing kits. Karen Redhead did not believe that this information was available. She added that the credit for the smooth running is down to Adrienne Giles, director of MIS and James Taylor who had co-ordinated the programme. Phillip Kerle commented that at Orbital Colleges South, they had invited young community leaders to talk to learners to encourage them to take the tests and suggested that this be considered.

Action: KR and JT to consider inviting community young leaders to the College to encourage learners to take tests

Anil Nagpal commented that the category described as BAME is extremely broad and suggested it would be helpful to drill down at a more granular level. It was agreed that this will be done.

Action: Karen Redhead to provide more detail on the categories of learner declining the C19 test.

Chris Saul echoed the comments around the term BAME and added that he welcomed the comment in the report which has informed the conversation and the Board.

Ian Comfort said, that as Chair of Notting Hill Carnival Trust³, he had also witnessed the debates on taking the test and the vaccine. The charity had discussed inviting leaders to encourage the community to shift the mindset to something being offered 'to them' rather than being 'done to them'. He recognised that there is a difficult dynamic but explaining the benefits is key.

4. Enrolment performance

Karen Redhead reported that:

- There are no significant risks with a relatively positive picture
- 16-18 enrolment is significantly ahead of allocation which supports driving up lagged funding
- Adult allocation is complex as funding comes from both the GLA and ESFA.
- The GLA is encouraging colleges to put in business cases for any shortfall and WLC envisages no issues with their submission
- The College is 400 ESOL learners down and it is thought to be partially due to BAME concerns around Covid-19.

5. Strategic Conferences

The digital transformation conference ran on 31 March 2021 and was valuable. Robin Ghurbhurun commented that the session offered excellent insights; contributions were welcomed across the team and there is a strong foundation to develop a digital ambition which befits the College. He offered congratulations to David Warnes and James Taylor. Ian Comfort thanked him for investing the time to attend the event.

³ <https://nhcarnival.org/who-we-are>

	<p>Callum Anderson said that he wanted to add that the Climate and Sustainability session with David Warnes had also been excellent.</p> <p>Governors were invited to join the Corporate Values session.</p> <p>6. White Paper – Skills for Jobs: Learning for Opportunity and Growth This is a work in progress with consultation ongoing.</p> <p>7. Annual strategic conversations with ESFA The College is already in conversation with the ESFA due to the College’s position in intervention.</p>
7.2	<p>Strategic and operational planning - College Operational plan tracker report</p> <p>David Warnes reminded Board members that the College has a five-year strategic plan approved in 2019 which is refreshed each year. This is accompanied by an annual operational plan which had been updated at the end of January 2021.</p> <ul style="list-style-type: none"> • There are 181 actions for the year with 95 which fell due at the end of January • 63% were green or amber/ green with the impact realised • 34% are rated amber and are in progress. • 3% are amber/red or red <p>Of those in the last category, the actions fell into three categories. David Warnes meets with the leads of each section and discuss progress, monitoring, and deadlines.</p> <ul style="list-style-type: none"> • Commercial lettings have been hampered by Covid19 and it is unlikely that this will recover due to restrictions of social distancing • The innovation fund (GLA) is £90k and the College is working with employers with ESOL learners to support training food operatives in work on their English language skills. This has not been delivered due to C19 as it has to take in the workplace. It is hoped this will be picked up in the summer term. • Quality related to progress on TLA observations. There is a remedial plan to bring in external observers to work with curriculum teams to bring this action back on track by the end of April 2021. <p>Governors asked how confident the College can be that that learners are being given the highest quality of learning they need to progress given the challenges of the year. David Warnes said that the learner satisfaction surveys are fed back into the QIP. James Taylor added that a number of learners have struggled while learning has been online and have received equipment from the Government and the Daily Mail⁴. The College has seen an increase in attendance which has increased since the wider opening. Vocational courses have been adversely affected as practical skills have not been possible as evidenced by the learners during the vox pops prior to the meeting. The College is working hard to address this and offer as much of the practical element as possible.</p>
8	<p>Financial reports</p>
8.1	<p>January 2021 management accounts and commentary</p> <ul style="list-style-type: none"> • The budget is still consistent with the College’s 3-year plan approved in July 2020 • The budget is also consistent with the IFMC submitted in July 2020 • Forecast operating deficit of £2.9m is £0.7m adverse from Budget (this is a slight improvement from £3.1m forecasted in December 2020 Management Accounts). • The ongoing pandemic/lockdown is having significant adverse impact on commercial income, moreover, the disposal of assets and the necessary accounting adjustment on the

⁴ <https://www.dailymail.co.uk/news/article-9328307/Heading-school-near-5-000-FREE-laptops-thanks-generosity-backing-Mail-Force-drive.html>

	<p>release of Capital Grants is also adversely impacting overall financial performance</p> <ul style="list-style-type: none"> • On pay and non-pay the College is showing positive variances • A cash balance of £11m at end of January, although an element of this balance is earmarked for capital expenditure consistent with grant funding already received. • There are no forecast breaches to existing loan covenants. - The College's Financial Health continues as 'Requires Improvement' in 2020/21 • It is expected that Barclays Bank may pick up the negative net assets position in the annual accounts and it is currently envisaged they will issue a waiver between now and the end of July 2021 • The Borrowing/Income KPI projection is adverse to budget due to the ESFA loan, but it is expected that this will come down as the College continues to pay down the Barclays loan <p>Governors asked if the 90% threshold limit on adult funding had any material effect on the year-end forecast despite the risk that WLC would have being lower than for other colleges. Anil Nagpal explained that these are incorporated in this report. The position remains similar in the February 21 management accounts and the College is still tracking around £0.7m adverse.</p> <p>Maria Vetrone commented that the current ratio is still a concern as performance against this KPI is weak and asked what the strategy is to address this. She reminded governors that anything below 1.2 is difficult as it would indicate insolvency. Anil Nagpal reminded governors that the College had been at a current ratio of 0.25 less than two years ago. In the financial statements the College moved to 0.94 and recognised that Maria Vetrone is pushing the College to the benchmark to 1.25. He would hope to get above 1 and assured governors that this is monitored closely. Maria Vetrone recognised the significant improvement and commended Anil Nagpal for the progress made and the effort involved.</p>
<p>8.2</p>	<p>Confirmation of Going Concern</p> <p>Anil Nagpal confirmed that the College is maintaining a reasonable cash balance, albeit inflated slightly by the capital grant, and that the position is positive, and it is a going concern.</p>
<p>8.3</p>	<p>Independent Business Review update</p> <p>AN explained that there had been five items outlined in the IBR:</p> <ul style="list-style-type: none"> • Financial statements • Fixed assets register • IFMC • Contributions analysis • Updated management accounts <p>He has submitted four and is still working on the contribution's analysis. He is working with Anna Fitch and would hope to submit it by the end of next week.</p> <p>Ian Comfort said it was important to recognise that it is unlikely that the IBR will be published in time for consideration at the strategy day. There has been no date given by BDO for a likely publication date. Anil Nagpal was expecting to meet with BDO sometime next week but said that it is time to conclude this review.</p> <p><i>Skye Campbell joined the meeting at 19.10.</i></p>
<p>8.4</p>	<p>Estates strategy update report</p>

	<p>Anil Nagpal had nothing to add to the paper and the capital planning is included in the financial plan. He added that work to spend the capital allowance is going well and the final copies of the capital bids are in the appendices</p>
<p>8.5</p>	<p>Subcontracting update report</p> <p>David Warnes reminded members that this report has been presented to FGP Committee and he said that the College has met with all subcontractors. They have all profiled their delivery and while some are behind their delivery targets others are ahead. Therefore, the College is not anticipating any significant changes around the outturn but is modelling the situation based on the 90% threshold. One of the discussions which is ongoing with the ESFA had been on the 25% cap on subcontracting. Since the report was published, the internal audit on subcontracting from Mazars has been completed and only made two minor housekeeping recommendations and a clean bill of health.</p> <p>Action: The subcontracting and supply chain Policy – will come to the July Board 2021</p>
<p>9</p>	<p>Student Voice</p> <p>Mo Moussa and Skye Campbell shared their views on the College during and after lockdown from their perspective as student governors of the Board. Mo Moussa said during the lockdown his experience of online learning was ok for his particular course, uniformed protective services, during lockdown and they had studied communication which had not been affected by distance. This had suited his preferred learning style which is visual. He felt that everyone with whom he had spoken had been satisfied with the College provision of online learning. The return to College has been a little difficult to adapt as learners worry about assignments and how to complete them. It is hoped the sports hall will be open next term.</p> <p>Governors asked Mo if he had any views on the reasons behind learners' reluctance towards testing. Mo Moussa responded that this is a matter of personal choice for the individual and should not be forced upon them. He recognised that it is beneficial for staff and students.</p> <p>Skye Campbell said the online learning has been ok and has not been difficult for her as she is an independent learner however, she would have preferred it face-to-face. She is now starting to return gradually 2 days out of 4 which is a nice adjustment. She feels safe in College as everyone wears masks and maintains social distancing.</p> <p>Governors asked her if she had a view about why such a significant proportion of learners are declining tests. Her whole family have to take the tests throughout. Skye says she has been advised by her mother not to take the vaccine as it has not had time to be tested properly.</p> <p>Ian Comfort thanked the student governors for their report.</p>
<p>10</p>	<p>Risk management – to approve</p> <p>AN said that the risk register had been updated since the Audit Committee. The key changes are an additional significant risk and an additional low risk:</p> <ul style="list-style-type: none"> • Risk 9 has been split into 9 and 10 to include a new risk the cap of 25% on subcontracting. • Risk 11 – as the uncertainty on funding on TPS is now guaranteed to July 22 so it has been re rated as 'low'. <p>The assurance ratings have been updated as result of input from the Audit Committee. Maria Vetrone commented that from a position eighteen months ago where there had been no risk register to a sophisticated, near best practice register which includes the assurance framework shows progress. This is used to run the business. She commended the risk register to the Committee and recognised</p>

the work and skill of the management team to create this sophisticated tool. Saad Siddiqui said the Audit Committee had a robust discussion on the risk register and the recent improvements. The team has created an integrated tool of assurance offers an holistic view on risk management which gives a sophisticated view on how principle risks are managed. He requested a summary upfront on which risks have moved up or down.

Action: AN to include a summary of changes to risks at the beginning of future risk management reports.

10.2 Employer engagement report - deferred

10.3 Equality and Diversity

James Taylor reminded the Board that:

Equality and diversity play an important role within the College, especially with its diverse workforce and learner population. The Board has a statutory responsibility for the oversight of equality and diversity throughout the College. The AOC Code of Good Governance for English colleges outlines what is required in order to comply with the Equality Act 2010. The Board is required to:

- Publish an annual report and place a copy on the College website
- Assure the College has policies and procedures in place to be compliant with current legislation
- Ensure the College fully discharges its duties evidenced through the equality and diversity committee

The report is in two parts:

E&D annual report

- It shows that staff and learners amply reflect the local demographics.
- Highlights the five objectives set by the College
- Demonstrates actions taken to fulfil those
- One aspect is how to close gaps in outcomes for learners for instance the gender gap in outcomes for learners
- There is an equality and diversity committee, and Chris Saul will attend this as ED link governor and Matt McMahon is also on this committee.

Governors noted black and ethnic representation goes down in the higher tiers of the organisation and asked if there is a plan to address this. James Taylor responded that the College has a positive discrimination recruitment policy. Karen Redhead said there is no formalised plan, but the College is sourcing middle and senior leadership programmes for the FE sector and specifically sponsoring black members of staff to enrol on these. 'Leading from the middle'⁵ is one example where the College has already sponsored three black members of staff to attend, and this year there is an additional black staff member on this programme. The College will also seek to offer shadowing for this member on the Senior Leadership Team. The College is not happy with the current representation but is looking to internal progression to address the balance. There are a couple of senior roles currently being advertised and diversity in its widest sense has been discussed with the recruitment consultant. Karen Redhead had attended the inaugural meeting of the Black FE leadership group and asked for their input on how the College can attract more diversity in applicants for senior leadership positions at the College.

⁵ <https://booking.etfoundation.co.uk/course/details/455/Leading-From-The-Middle>

	<p>Governors asked if the achievement rates of our looked after learners and free school members are also considered.</p> <p>Action: JT will forward information on achievement rates on looked after learners and free school meal learners to DS.</p> <p>AGREED: THE BOARD AGREED TO APPROVE THE EDI POLICY</p>
10.4	Human Resources report - deferred
10.5	<p>Gender Pay Gap report</p> <p>Ben Burchett explained:</p> <ul style="list-style-type: none"> • The College continues to make good progress in the area of gender pay and for the snapshot of March 2020, the College's mean gender pay gap is 7.78% • Substantially lower than the national average of 15.5% • Although the usual deadline to publish this report at the end of March has been extended by the Equality and Human Rights Commission to 5 October 2021, the College still intends to publish at the end of March 2021 <ul style="list-style-type: none"> • The report included a staff profile report and a measurement of the percentage by gender in each of the pay quartiles. • Organisations are also required to report on gender pay in terms of bonus payments, but none were paid in the year. • The College continues to work to reduce this gap and the actions being taken are listed in the report. <p>Phillip Kerle reminded members that the FGP Committee had reviewed this report and was recommending it to the Board.</p> <p>Governors asked if it is common practice to set a target for further reductions in the pay gap. Ben Burchett said that this is not in place and he was not aware of other organisations doing this. Governors asked if there are any particular actions or features of the College that led it to be below the national average in gender pay gap terms. Ben Burchett said that being a public sector organisation meant that best practice is in place and the College is pro-active in addressing the issues. There are many staff doing part-time and flexible working and traditionally these roles are attractive to females which may lead to an undesirable gap. The fact that the issue is taken seriously at the College and that the Board is discussing it demonstrates the commitment to the matter.</p> <p>Ian Comfort thanked Ben Burchett for the comprehensive and informative report which was even more appreciated in light of the fact that he had only been at the College five weeks.</p> <p><i>Ben Burchett left the meeting at 18.30.</i></p>
10.6	<p>Health and Safety update</p> <p>Anil Nagpal explained that the report :</p> <ul style="list-style-type: none"> • Demonstrates that health and safety are integral to College life. • It outlines compliance and training which is ongoing. • It reports an analysis that accidents and incidents which have gone down from 73 to 38 since the last report • No RIDDOR incidents in this period • It includes the College's response to Covid 19 and the tracking of it. • There were 56 cases of Covid 19 across College

	<p>Governors asked if there were any Health and Safety issues with teachers working remotely on screens. It was agreed that this should be considered in future reports.</p> <p>Action: AN to include possible health and safety issues associated with remote working in future reports.</p> <p>AGREED: THE BOARD APPROVED THE HEALTH AND SAFETY REPORT</p>
10.7	<p>Safeguarding update</p> <p>Ian Comfort asked for a safeguarding written report to be circulated in the next week and this will be added to the agenda as a standing item. This might be a report by exception.</p> <p>Action: Debbie Stephenson will arrange a meeting with SW.</p>
11	<p>Recommendations from Committees</p> <p>These have all been reviewed by Committees and the discussions and recommendations are detailed in the minutes of those meetings. They will be taken for approval 'en bloc' unless a member specifically requests otherwise.</p> <ul style="list-style-type: none"> I. Board scheme of delegation II. Procedure for complaints against the Corporation, Board members and the Clerk III. The approval of the framework for obtaining the views of students on the determination and periodic review of the educational character and mission of the institution and the oversight of its activities IV. Learner Engagement strategy V. Equality and Diversity Policy (already agreed under Item 10.3.ii) <p>AGREED: THE BOARD AGREED THE SCHEME OF DELEGATION</p> <p>AGREED: THE BOARD AGREED THE PROCEDURE FOR COMPLAINTS AGAINST THE CORPORATION, BOARD MEMBERS AND THE CLERK</p> <p>AGREED: THE BOARD AGREED THE FRAMEWORK FOR OBTAINING ON THE DETERMINATION AND PERIODIC REVIEW OF THE EDUCATIONAL CHARACTER AND MISSION OF THE INSTITUTION AND THE OVERSIGHT OF ITS ACTIVITIES</p> <p>AGREED: THE BOARD AGREED THE LEARNER ENGAGEMENT STRATEGY</p>
11.2	<p>Minutes of the previous meetings</p> <p>Search and Governance 26 January 2021</p>
11.3	<p>Audit Committee 25 February 2021</p>
11.4	<p>Curriculum, Quality and Performance Committee 9 March 2021</p> <p>Hilary Macaulay said that the Committee is working hard to progress many issues and was confident that things are moving in a positive direction. Karen Redhead reminded governors that the Committee membership has been both refreshed and expanded. It is now finding its feet and Jan Edrich has supplied a proposal to streamline the papers. The team had welcomed the support and challenge offered during the March meeting which will drive improvement at a faster pace than it has been to date.</p>

11.5	<p>Finance and General Purposes Committee 23 March 2020</p> <p>Ian Comfort recorded his thanks to all the Committee Chairs for the excellent work they do in providing scrutiny and challenge and leadership to the Committees.</p>
12	<p>Any other business</p> <p>There was no other business</p> <p><i>The meeting closed at 19.55</i></p>
13	<p>Meeting evaluation</p> <ul style="list-style-type: none"> • Jo Germani commented thanked the Chair and said that she had enjoyed observing her first meeting and had found the meeting remarkably interesting. • Saad Siddiqui thanked the Board for allowing him to observe. He commented that it was a well-balanced agenda, and he felt the challenge to management and their excellent, detailed responses had been good to see. He was pleased to witness a positive relationship between the Board and Executive Team. He commended the chairing for excellent timing and allowing all contributions • Elsa Wright said the meeting had run quite differently from those at New City College, for instance, WLC deals with Committees very differently. She added that there was a distinct difference in attitude to testing at her college there had been over 80% acceptance at 8 out of 9 campuses. This was a striking difference as NCC's demographic is similar and she felt that the outcome had been achieved through positive reinforcement. • Phillip Kerle asked if there has been a discussion about meeting in person and was reminded that it had been resolved that Board and Committee meetings would be virtual for this academic year. There will be a review at the Search and Governance Committee about meetings for the 2021/22 academic year. Ian Comfort said it would be nice to get together for an in-person meeting at the end of this year for social purposes.
14	<p>DATE OF NEXT MEETING</p> <ul style="list-style-type: none"> • Thursday 13 May 2021 – to be confirmed • Thursday 27 May 2021 – Full Board meeting