



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

Date	19 October 2021	Time	18.00
Venue	Meeting held remotely		
Chair	Ian Comfort		

Members: Ian Comfort; Karen Redhead; Callum Anderson; Haitham Dakka; Robin Ghurbhurun; Phillip Kerle; Hilary Macaulay; Matthew McMahon; Shawez Mir; 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); Sara Woodward (Assistant Principal (Quality and Student Services); 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	Confidential meeting with external governors only the meeting began at 18.06
1.i	<p>Minutes of previous meetings</p> <ul style="list-style-type: none"> • 8 July 2021 • 15 September 2021 <p>AGREED: THE BOARD AGREED TO ACCEPT AND APPROVE THE MINUTES OF PART TWO OF THE MEETING HELD ON 8 JULY 2021</p> <p>AGREED: THE BOARD AGREED TO ACCEPT AND APPROVE THE MINUTES OF PART ONE OF THE EXTRAORDINARY MEETING HELD ON 15 SEPTEMBER</p>
1.ii	<p>Electronic resolution</p> <p>The Board noted the electronic resolution made on 1 October 2021 by a majority vote of the Board.</p> <p>AGREED: THE BOARD AGREED THAT THE REMUNERATION COMMITTEE SHOULD REVIEW INDIVIDUAL REQUESTS AND, IF APPROPRIATE, MAKE RECOMMENDATIONS ON SALARY PAYMENTS IN PLACE OF PENSION IN CASES WHERE THE INDIVIDUAL HAS REACHED THEIR MAXIMUM LIFETIME ALLOWANCE. SUCH REVIEWS WILL BE SUBJECT TO A STRICT SET OF GUIDELINES TO BE DRAFTED AND AGREED WITH THE BOARD BEFORE ANY SUCH AGREEMENTS ARE MADE.</p> <p>The Remuneration Committee will now meet on 11 November 2021 to consider one such request.</p>
1.ii	<p>Legal note on guidance for opt out reviews</p> <p>As requested by the Board in the electronic resolution in Item 1.ii Eversheds Sutherland has drafted the distributed ‘Guidance note on requests for salary increments as a consequence of meeting pensions scheme lifetime allowance’. This has been reviewed and is recommended by the Remuneration Committee.</p>

	<p>The Board agreed that it would expect some specific guidelines to approve. Ian Comfort suggested that there might be a figure to apply to everyone. Governors said that the spirit of the resolution was that, in principle such requests would be considered but that the Remuneration Committee would look at them on an individual basis. The Board agreed that all such requests should be subject to the same strict set of guidelines to ensure equity. There was a discussion on equality and ensuring that it should be a uniform payment.</p> <p>AGREED: THE REMUNERATION COMMITTEE MEETING ON 11 NOVEMBER WILL REVIEW AND MAKE RECOMMENDATION ON THE FIRST REQUEST FOR A SALARY PAYMENT IN PLACE OF PENSION CONTRIBUTIONS.</p> <p>AGREED: THE REMUNERATION COMMITTEE WILL DRAFT A SET OF GUIDELINES FOR APPROVAL OF THE BOARD BY ELECTRONIC RESOLUTION.</p> <p>AGREED: THE BOARD AGREED TO ACCEPT THE GUIDANCE NOTES FROM WHICH A SET OF PRINCIPLES WILL BE DRAFTED.</p>																		
No	Minute																		
2	<p>18.10 - Haitham Dakka and the Executive team joined the meeting us at this point.</p> <p>Apologies for absence Robin Ghurbhurun sent apologies.</p>																		
3	<p>Declarations of interest Phillip Kerle noted that he is also a governor at Orbital South Colleges¹.</p>																		
4	<p>Minutes of the previous meeting</p> <p>AGREED: THE BOARD AGREED TO ACCEPT AND APPROVE THE MINUTES OF THE MEETING HELD ON 8 JULY 2021</p> <p>AGREED: THE BOARD AGREED TO ACCEPT AND APPROVE THE MINUTES OF THE MEETING HELD ON 15 SEPTEMBER</p>																		
5	<p>Matters arising Ra Hamilton-Burns offered a verbal update on the actions outlined:</p> <table border="1"> <tr> <td>1.</td> <td>6.2 Strategic and operational planning - College Operational plan tracker report</td> <td></td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> SW to report the learner survey outcome to October 2021 Board meeting. </td> <td>Deferred</td> </tr> <tr> <td>2.</td> <td>8.1 Safeguarding update</td> <td></td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> SW to pass the condolences of the Board of EHWLC to the family of the deceased learner. Safeguarding team should report all major incidents to the CEO who will then inform the Chair and Clerk as necessary. RHB will put DS and RG in touch to discuss reporting mechanisms and content on safeguarding to ensure governors are monitoring that action is appropriate and impact is effective </td> <td>Complete Ongoing Complete</td> </tr> <tr> <td>3.</td> <td>9.2 Audit Committee minutes – 10 May 2021</td> <td></td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> AN to circulate the updated Internal Audit Plan to the members of the Audit Committee for review and approval. </td> <td>Complete</td> </tr> </table>	1.	6.2 Strategic and operational planning - College Operational plan tracker report			<ul style="list-style-type: none"> SW to report the learner survey outcome to October 2021 Board meeting. 	Deferred	2.	8.1 Safeguarding update			<ul style="list-style-type: none"> SW to pass the condolences of the Board of EHWLC to the family of the deceased learner. Safeguarding team should report all major incidents to the CEO who will then inform the Chair and Clerk as necessary. RHB will put DS and RG in touch to discuss reporting mechanisms and content on safeguarding to ensure governors are monitoring that action is appropriate and impact is effective 	Complete Ongoing Complete	3.	9.2 Audit Committee minutes – 10 May 2021			<ul style="list-style-type: none"> AN to circulate the updated Internal Audit Plan to the members of the Audit Committee for review and approval. 	Complete
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¹ <https://www.esc.ac.uk/Orbital-south-colleges>

	<p>4. 11 Any other business</p> <ul style="list-style-type: none"> RHB to circulate the LIBOR to Sonia presentation from Barclays Bank to Board members. 	Complete
4	<p>14 Part B – confidential meeting</p> <ul style="list-style-type: none"> RHB to arrange an October date for the Remuneration Committee in place of the December 2021 meeting. 	Now to be first week in November 2021

6 Strategic reports

6.i	<p>CEO’s report including Covid-19 update</p> <p>Karen Redhead offered the following updates:</p> <ol style="list-style-type: none"> FE Commissioner’s team is visiting on 2 November 2021 for a stocktake visit and all requested information has been returned. The College’s aim is to demonstrate the significant progress made and seek to close all remaining recommendations. <ul style="list-style-type: none"> The estimated time for an approved College estates strategy is December 2021. Karen outlined the recommendations and the College’s position against each of them. ESFA Intervention <ul style="list-style-type: none"> A case conference took place on 19 August 2021. Once IBR is complete the College has to propose a repayment plan for the loan New schedule of dates for this year is expected and a move to less frequent, bi-monthly meetings is expected. KR had reminded the ESFA that the College needs to move out of Park Royal and ESFA colleagues undertook to make enquiries about any grant that might support this strategy. There are some options which the College had modelled. Letter from John Edwards, interim CEO for the ESFA – the governance items were covered in the October Governor briefing by RHB. Finance items will be covered by AN in Finance and Audit Committee meetings Covid-19 update <ul style="list-style-type: none"> KR offered an update on the papers. The College came close to an outbreak but didn’t quite trigger, however a firebreak in inclusive learning was put in place. Learners have been temporarily put online. The number of cumulative cases since the start of the pandemic is 180 with six active cases. There are no areas of concern. <ul style="list-style-type: none"> It was confirmed that the majority of staff contracting Covid-19 at College appear to be unvaccinated. The College had hosted a successful pop-up vaccination clinic in Hammersmith All of the doses on offer were utilised. The intention is to repeat this process when second doses are due and they may offer booster vaccinations. The College is exploring holding such clinics at other campuses and is positively encouraging people to consider vaccination.
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- Some colleges have put in place a policy that they will not pay for self-isolation or sickness absence for those who are not double vaccinated, but WLC is still researching the most appropriate course of action.

Governors asked if we know how many staff and students have been double vaccinated even if data has been collected on an anonymous basis. Karen Redhead said that nine months ago the College decided not to collect this data, but the SLT is now reconsidering this approach to allow the College to risk assess more accurately. Governors asked if the College is in a good position if required to transition to a fully online learning situation in the coming months. Karen Redhead reminded the Board that the experience of recent lockdowns means that the College is now well-prepared for such an eventuality and will have the benefit of the lessons learned from previous situations. Sara Woodward added that the College now has a bank of laptops to counter digital poverty if the need arises. Governors asked if there is any mitigation in place to particularly safeguard pregnant women. Karen Redhead said that no such singular mitigation is in place but that the College is following government guidance for pregnant women and the clinically extremely vulnerable.

4. Enrolment performance

Karen Redhead offered an update for 2021/22. The College is still inputting data but the position is reasonable.

Table 4.1 – 16-18 R04 comparison

	21/22 (to date)	20/21 (at R04)	19/20 (at R04)	18/19 (at R04)
16-18 Learners	1,720	1,655	1,733	1,696

- AEB enrolments are very buoyant and income per learner may be increased
- Adult Learner loans numbers are marginally down but are potentially being funded from a different strand
- Apprenticeships are marginally up on this time last year
- Commercial courses are the area most impacted by Covid-19
- The numbers are not final and the College is still processing withdrawals as well as new enrolments

On the advice of Ian Paxton, the College has submitted a business case for 20/21 to the ESFA in case the numbers are below the tolerance level. A business case submitted to the GLA has been indicatively approved. A report with more confirmed numbers will be presented to the next Board meeting.

There was a discussion about the reduction in 16-18 numbers which will affect lagged funding, although Karen Redhead explained that the numbers are very small. The 19+ subcontracting and distance learning reduction was impacted by Covid 19 which is disappointing. Governors asked how the reduction had happened whilst recognising it isn't a huge amount. There had been more withdrawals on the ESFA distance learning and subcontracting area than had been forecast and Covid 19 caused a delay in these being identified.

Members asked if the College does any analysis of market share and if it has increased or remained steady. Karen Redhead said that Vector is used but it is a retrospective tool rather than in-year. The College is not losing market share, but the position is static. Last year's data is not yet available as it is derived from final ILR returns. Governors asked if there will be analysis on numbers by campus and

	<p>if the strategic aim to drive growth in 16-18 will be met. They also asked for reasons around areas where this has not been achieved. Karen Redhead said that as an example, enrolment at Level 3 at Ealing is very strong which is higher than the previous four years. Whilst the overall enrolment numbers are satisfactory, there will be some reallocation of resources to support the enrolment profile. The information is presented by curriculum area as this is more appropriate than campus-based data as provision can run across several sites.</p> <p>5. Cabinet reshuffle and Skills Bill progress This was taken as read.</p> <p>6. Comprehensive Spending Review This is anticipated in the coming week but there is not much optimism that FE will benefit.</p> <p>7. Learner success stories Karen Redhead thanked governors for the positive feedback on the feature on women in construction on Channel 5 and the BBC.</p>
6.ii	<p>Strategic plan David Warnes presented a refreshed strategic plan and the outcomes of the recent External Stakeholder survey in which they were asked the main priorities for the College in 2021/22. He reminded governors that the College is in the third year of the five-year plan.</p> <p>Annual refresh of the five-year strategic plan This involved an external stakeholder engagement event early in October and a survey of stakeholders. The changes were reported. Two key changes:</p> <ol style="list-style-type: none"> 1. Review of the effects and mitigations of Covid-19 <ul style="list-style-type: none"> ○ Impact of the pandemic and the scarring effect on young people ○ Impact on unemployment and adults and the need for retraining. ○ Mental health and well-being agenda were considered. 2. The Green agenda is included with full support of the stakeholders <p>Governors discussed the review process and recognised that the plan had been developed in full co-operation with the Board.</p> <p>AGREED: THE BOARD AGREED TO ACCEPT THE REFRESHED STRATEGIC PLAN.</p> <p>College operational plan tracker report This is a snapshot as of 30 September 2021 with only a small number of actions falling due and the impact of these is not yet realised. The dashboard is currently being populated with 21-22 targets and performance.</p> <p>KPI report including Governor dashboard Notwithstanding the impact of the pandemic and subsequent repeated lockdowns in November and January, the College continued to perform well against the KPIs set, achieving, exceeding or close to achieving 31 out of a total of 44 indicators (70%).</p> <p>Financial:</p> <ul style="list-style-type: none"> • The College continues to make good progress as it further improves its financial position. • The cash position is robust, and a number of indicators are showing a positive direction of travel. The staff to income ratio continues to improve and, at 62.7%, is ahead of the KPI target. • As the COO advised the Board at various stages in the year, the capital expenditure has been reduced to partially mitigate the impact of covid 19 on the College's income.

- Overall, the College's financial health has improved from 'Inadequate' to 'Requires Improvement'.

Governors noted that the College did not spend the capital expenditure budget and the reasons for this. Anil Nagpal said that efforts and focus had been given to spending the capital grant. He reminded governors that the confirmed actual outturn is subject to confirmation by the external audit.

The Board commented that the KPIs are strong and represent an incredible achievement and commended the team for the work this outcome represents. Particular emphasis was given to the significant progress on the current ratio which is now on target, whilst recognising that the College still has improvement to make.

Business Development:

- Commercial income continued to be significantly impacted by the pandemic and although apprenticeship income exceeded the KPI, this did not represent the growth anticipated prior to Covid.
- GLA income was particularly impacted by the decrease in Skills Pathway (ESOL) learners who were, in the main, unable to continue learning online.
- The number of bids open for tender was lower than in 2019-20 and the College was unsuccessful in some national bids including the Skills Accelerator, the FECTF and the Good Work for All tender.

Governors noted that commercial income is down but that this is to be expected in the current situation created by the pandemic. David Warnes reminded the Board that mitigations to reduce related costs had been made.

Curriculum:

- The number of new learners joining Skills Pathway courses had been impacted by Covid, as these courses traditionally recruit throughout the year.
- The numbers on HE courses remain disappointingly low, so too, the enrolment numbers on construction related courses. The new HE strategy outlines the College's plans to develop higher technical skills and higher apprenticeship programmes, including construction related provision.
- The low progression rates, although still being collated, are of concern but there is an emerging national picture that suggests more young people are leaving education and moving into low paid, low skilled jobs in the short term.

Governors commented progression at 17% against a target of 53% and asked why it is so significantly behind target. David Warnes said that the numbers are still being finalised and James Taylor says that the College is working on analysis of this but reminded members that this number is for adults and young people. Members commented that this is a vital strategy to support the College's finances so asked for a report as soon as possible.

ACTION: JT to report on the factors affecting progression to the Curriculum and Quality Committee.

Governors asked why HE numbers are so disappointing. David Warnes said this is recognised and the new strategic plan for 2021/22 encompasses the wider definition of HE to include higher apprenticeships level 4 and level 5.

Quality:

- Both attendance and performance at maths and English classes improved on last year and main attendance fell below target due to the impact of Covid isolation and disruption caused by lockdowns and remote learning.
- Although achievement data is still being recorded and collated in some areas, initial data is showing a broadly positive picture. Whilst some results were achieved through a calculated grades other areas had alternative assessments put in place or assessments were delayed.

Governors commented that 46% are satisfactory or below and it was agreed that the Curriculum and Quality Committee should seek to review a strategy of improvement on this. Observations have begun and current focus is on those teachers needing most support. Karen Redhead said that this has been brought to the attention of the Curriculum and Quality Committee and asked that particular focus be placed on teaching and learning for its future meetings. Ian Comfort added that this area is one of the very few red flags and asked that there is a report back to the Board.

ACTION: JT to ensure that there is an improvement programme for TLA and that is reported to the Curriculum and Quality Committee.

ACTION: The Curriculum and Quality Committee to report back to the Board on the quality of TLA and the statistics around lesson observations.

People and Culture:

- For workforce development a number of areas met or exceeded the targets set, including the adoption of the Mental Health Charter and the establishment of a staff forum.
- The number of staff completing the ILM Coaching programme narrowly missed the target due to a small number of staff leaving the college before completing the course.
- The E&D Committee has agreed EDIMS targets which are now being implemented.
- Plans to maximise the College's apprenticeship levy are being implemented, with a focus on teacher education, coaching and teaching assistants.

Estates:

- Lettings income as part of the Estates KPI's was severely impacted by Covid with few lettings possible for the entire year. Prior to this the College had moved to a new online booking platform for external hires that was generating a significant number of enquiries. This system has now reopened, and prospects are looking more positive as bookings have already started.

The Board noted the report.

7 Financial reports

7.i July and August 2021 management accounts

Anil Nagpal reported the out-turn position for July but reminded the Board that this is still subject to end-of-year audit.

- Forecast operating deficit of £2,305k is £96k worse than budget but due to lower than budgeted income and the pension cost adverse variance of £401K. –
- The underlying position is a favourable variance of £0.6m against budget, after taking into account the two non-cash items (deferred capital grant and additional depreciation listed below, £0.7m) related to the work on the fixed asset register.

- Forecast income for the year is £635k lower than originally budgeted. This is principally due to the pandemic/lockdown having a significant adverse impact on commercial income.
- The adverse variance in full year income is offset by favourable forecast variances in pay (£172k) and non-pay (£768k) costs.
- Excluding FRS102 pension costs the draft operating outturn shows a surplus of £126k, a favourable variance against budget of £305k. - The adverse forecast variances include non-cash items; ie. reduction in deferred capital grant income (£359k) plus unplanned increase in depreciation charges (£373k) Both items are due to the work carried out on bringing the fixed asset register up-to-date.
- The College had a cash balance of £10,283k at the end of July 2021. - There are no forecast breaches to existing financial banking loan covenants.
- The College's Financial Health current projection is 'Requires Improvement' in 2020/21.

Phillip Kerle asked governors to note that the College had a surplus on a pre-pension basis which was the first time for at least ten years and commended the College team for this significant achievement.

August management accounts.

This was a light touch set of accounts and many colleges do not produce them. The balance sheet is not fully updated and should be disregarded, and this will be presented in the September accounts.

The Board noted these reports.

7.ii 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.

AGREED: THE CORPORATION AGREED THAT TO THE BEST OF ITS KNOWLEDGE THE COLLEGE IS OPERATING AS A GOING CONCERN.

7.iii Risk management report June 2021

The College has thirty risks and these will be managed, monitored and mitigations put in place.

The Board reviewed the reports and agreed:

- To note the risks identified in the risk register and the current status of these risks
- To note the Risk Register Overview providing a summary of risks
- To note that the risk register has been updated significantly to align with the new Strategic Plan and
- incorporate the risks due to Covid-19
- To note the Risk Assurance Map (three lines of defence) which has been included for your review
- To note the Risk Appetite approach by the College which has been included for your perusal

Governors asked how the risks are worked out as there are only three in curriculum and quality. Anil Nagpal said that the risk register is looked at by the senior team and at manager and operational level which informs the overall strategic register. The financial risks are the highest as the economic situation is difficult generally. The risk register is regularly reviewed by the Executive Team which reviews both the strategic and operational risks.

AGREED: THE BOARD AGREED TO NOTE AND APPROVE THE APPROACH BEING ADOPTED BY SENIOR LEADERSHIP TEAM (SLT) AS THEY CONTINUE TO DEVELOP A COMPREHENSIVE RISK REGISTER WHICH ADOPTS A COLLEGE WIDE APPROACH TO CAPTURE EMERGING RISKS

7.iv	<p>Emergency Plan, Disaster Recovery and Business Continuity Plan update</p> <p>Anil Nagpal said that the College had engaged with Mazars to draft the plan but the quotation they had given was too expensive and considered not to offer value for money. The College has obtained a best practice example from another college and a report will come to the Audit Committee.</p>
7.v	<p>Evolve company status</p> <p>Anil Nagpal gave a verbal update and recommended that Evolve Group Limited becomes dormant from end of October 2021 and, if appropriate, is closed by the end of July 2022. The current set of accounts will be extended for 15 months to ensure that the College can file subsidiary accounts along with the consolidated accounts once signed off in December 2021.</p> <p>Governors reminded colleagues that the director of Evolve must agree to the extended year to fifteen months. There will need to be a further special resolution by the shareholder (college) to close the company but this can be made in due course.</p> <p>AGREED: THE BOARD AGREED THAT EVOLVE GROUP LIMITED SHOULD BE MADE DORMANT WITH EFFECT 31 OCTOBER AND, IF APPROPRIATE, CLOSED BY END OF JULY 2022.</p>
8	<p>CURRICULUM AND QUALITY REPORTS</p>
8.i	<p>Safeguarding update</p> <p>Sara Woodward outlined the changes to the KCSIE in September 2021 which do not include any statutory requirements but rather outlines guidance. Governors had already received details of this in the September 2021 Governor briefing. The annual report will go to the curriculum and quality committee. The College is running a quiz to ensure that staff have read the updated part one and ask that anyone who achieves less than 80% reads the document again and retakes the test.</p> <p>The College's actions were outlined:</p> <ul style="list-style-type: none"> • Student induction included a presentation and resources tackling the issue of sexual harassment and abuse. The messages promoted are that sexual harassment and abuse are not to be tolerated; victims are encouraged to talk to their tutor, a member of the safeguarding team or a member of staff they feel able to approach. Safeguarding our learners is everyone's responsibility. • Staff training – both mandatory safeguarding modules and sessions which take a deeper focus on sexual harassment and abuse and how to ensure that it is identified and reported. • Posters around the college campuses. • Local sexual health providers SASH promoted their services and highlighted the issue of 'what is consent?' during Sexual Health Awareness Week in September. • Tutorial resources to build on the induction programme addressing consent, sexual harassment and abuse. • New safeguarding referral procedures which promote self-referral where learners may find it difficult to disclose their experiences of sexual harassment and abuse. • There had been over 40 referrals at the time of the report and these have increased. • Team is strengthened with a director of student services and safeguarding and a new safeguarding manager has been recently promoted.

In terms of the Single Central Record which covers seven checks the College should conduct of staff as part of its safer recruitment process, the Safeguarding team has identified that compliance needed to be improved. This is now being monitored on a weekly basis.

Ian Comfort asked if there has been an issue with the single central record. SW said that this is an HR area but that Richard Eastmond is working on making this area robust.

Governors asked if the recent, tragic murder of an MP in Southend² is likely to reemphasis focus on Prevent³. Sara Woodward advised that Prevent is, once again, rising up the agenda and the College works with the London Prevent network and will continue working to contextualise the messages to make them relevant to learners. All staff undertake Prevent training and remain alert to concerning behaviours. She advised that the College-wide Prevent needs to be reviewed in terms of risk and this will be reported to Curriculum and Quality. Governors asked if the IT system tracks words and phrases of concern used on College IT equipment. It was confirmed that this is the case.

ACTION: SW to report on the risks, systems and strategies around the College-wide prevent programme to the next Board meeting

Debbie Stephenson said that the Mazar's audit report had flagged up that the single central record is in the process of being established. This had been a cause for concern so she has arranged a meeting with Richard Eastmond to ensure that, in her role of safeguarding link governor, she can be assured that it is monitored and maintained.

Governors said the report is clear on the quantity of safeguarding referrals but can governors be assured that learners are appropriately managed and monitored. Sara Woodward described the College triage process which identifies early intervention and those at higher risk. These are recorded on My Concern which monitors and tracks issues. The aim is to reduce risk but keep learners in College wherever possible.

ACTION: 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.

SW left the meeting at 19.30.

8.ii Learner survey outcomes – this item was deferred

8.iii HE academic assurance report

James Taylor asked the Board to delegate approval for oversight of the OFS requirements as outlined in his paper to the Curriculum and Quality Committee.

AGREED: THE BOARD AGREED TO APPOINT THE CURRICULUM AND QUALITY COMMITTEE AS THE 'OVERSIGHT COMMITTEE' AS REQUIRED BY THE OFS.

AGREED: THE BOARD AGREED TO DELEGATE THE RESPONSIBILITY FOR THE REVIEW OF HIGHER EDUCATION TO THE CURRICULUM AND QUALITY COMMITTEE WHICH SHALL, ON BEHALF OF THE GOVERNING BODY, ADVISE THE CEO ON THE APPROVAL OF THE ANNUAL ASSURANCE STATEMENT FOR SUBMISSION TO THE OFS.

² [MP David Amess dies after being stabbed at constituency meeting | UK news | The Guardian](#)

³ [Lets Talk About It - What Is Prevent? \(Itai.info\)](#)

8.iv	<p>Educational recovery plan report</p> <p>James Taylor reported that the College has been given a grant for ‘catch up’ learning for learners who have missed teaching as a result of Covid -19. The report outlines the College’s strategy and plan to address this issue over the coming three years.</p> <p>AGREED: THE BOARD AGREED THE EDUCATIONAL RECOVERY PLAN REPORT.</p>
9	<p>OTHER REPORTS</p>
9.i	<p>Subcontracting report</p> <p>This report had gone to the Audit Committee. The College has submitted a business case to the ESFA to make a gradual reduction to 25% over four years and this was agreed.</p> <p>There are two new subcontractors to approve but they do not increase the overall subcontractor budget for the year.</p> <p>AGREED: THE BOARD AGREED THE ADDITION OF VONCAP LTD AND TRAINING BITESIZE AS NEW SUBCONTRACTORS</p>
9.ii	<p>Health and Safety annual report and Health and Safety Policy</p> <p>Anil Nagpal presented both papers.</p> <p>Annual Health and Safety report</p> <ul style="list-style-type: none"> • Health and safety compliant • Training is not yet 100% but this is being addressed • No RIDDOR⁴ incidents in the period reported • 64 accidents <p>Governors commented that it was pleasing that there were no RIDDOR reports</p> <p>Annual Health and Safety Policy</p> <ul style="list-style-type: none"> • This is being updated annually given the current climate • There are no structural changes • It incorporates Covid-19 elements. <p>AGREED: THE BOARD APPROVED THE HEALTH AND SAFETY REPORT.</p> <p>AGREED: THE BOARD AGREED THE HEALTH AND SAFETY POLICY</p>
9.iii	<p>Modern Slavery Statement</p> <p>Anil Nagpal explained that the requirement for colleges to have a modern slavery statement starts with a turnover of £36m. Therefore, there is no current need for West London College to adopt one.</p>
9.iv	<p>Environmental and Sustainability Strategy</p> <p>The College is progressing its work on environmental and sustainability strategy and is following the AoC’s climate action⁵ roadmap.</p> <ul style="list-style-type: none"> • Aiming to achieve emerging status by Christmas 2021 and is on track • Intend to achieve established status by the same time next year

⁴ [Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 - RIDDOR - HSE](#)

⁵ [A clear and feasible path to climate action for UK colleges | Association of Colleges \(aoc.co.uk\)](#)

	<ul style="list-style-type: none"> • Four key areas: campus, community, curriculum and culture have been divided in the Executive Team with set goals until 2030 • By 2030 the College aims to be net-carbon zero with caveats on the estate where appropriate • The key message is that this should be led by staff and students who form a significant part of the College committee and a student rep now leads on this agenda. <p>Governors commented that there is pressure to report on sustainably in the members' section of the annual reports and asked if there is any action to report in the current year. Anil Nagpal said it will be referenced but there will be more detail in next year's report.</p> <p>AGREED: THE BOARD AGREED TO ACCEPT THE ENVIRONEMNTAL AND SUSTAINBLITYY STRATEGY</p>
10.i	<p>Minutes of the Audit Committee 21 September 2021</p> <p>Maria Vetrone said that the recommendations from the Committee are listed in Item 11. She added, however, that Mazars had presented an internal audit report on staff utilisation which had been a cause of concern as the outcome did not match with the College and Committee knowledge of this area. The Committee felt that the auditors' conclusions were weak so they noted the opinion but concluded that it could not place reliance on it.</p>
10.ii	<p>Minutes of the Finance and General Purposes Committee 20 September 2021</p> <p>Phillip Kerle reported that Anil Nagpal has already reported on the July and August Management accounts. The Finance and General Purposes Committee reviewed the KPIs.</p> <p>One important recommendation is to write off the legal debt with Phoenix Trading as there is little chance of recovering it with potential high costs. This is included in Item 11.</p>
10.iii	<p>Minutes of the Search and Governance Committee 7 October 2021</p> <p>Ian Comfort outlined the recommendations as outlined in item 11. Ian Comfort said that it had been particularly pleasing that the External Board review had been so positive. The Board should be congratulated for its contribution to this and he thanked members for their participation in the survey and interviews with the National Leader of Governance.</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 were taken for approval 'en bloc'.</p> <p>Audit Committee:</p> <p>11.i AGREED: THE BOARD AGREED TO APPROVE THE DRAFT RSAQ⁶</p> <p>Finance and General Purposes Committee:</p> <p>11.ii AGREED: THE BOARD AGREED TO APPROVE THE LEGACY DEBT WRITE OFF</p> <p>11.iii Going Concern was agreed in Item 7.ii</p> <p>11. iv AGREED: THE BOARD AGREED TO APPROVE THE BURSARY POLICY AND PROCEDURE</p> <p>11.v AGREED: THE BOARD AGREED TO APPROVE THE STAFF DISCIPLINARY POLICY</p> <p>11.vi AGREED: THE BOARD AGREED TO APPROVE THE STAFF CODE OF CONDUCT</p> <p>11.vii AGREED: THE BOARD AGREED TO APPROVE THE STAFF GRIEVANCE POLICY</p> <p>Search Committee:</p> <p>11.viii THE BOARD AGREED TO APPROVE THE ETF EXTERNAL BOARD REVIEW</p>

⁶ [College Supplementary Bulletin July 2021 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

	<p>11.ix THE BOARD AGREED TO APPROVE THE WLC STANDING ORDERS 11.xi THE BOARD AGREED TO APPROVE THE COMMITTEE TERMS OF REFERENCE 11. xii THE BOARD AGREED TO APPROVE THE BOARD CYCLE OF BUSINESS 2021/22 11. xiii THE BOARD AGREED TO APPROVE THE BOARD CODE OF CONDUCT 11.xiv THE BOARD AGREED TO APPROVE THE GOVERNANCE IMPROVEMENT PLAN</p> <p><i>Items in italics had been reviewed discretely as individual items on the agenda.</i></p>
12	<p>Any other business</p> <p>Ra Hamilton-Burns reminded Board members that in the coming weeks, five new governors would be joining the Corporation and asked any members willing to act as buddy/mentors to contact her.</p>
12	<p>Meeting evaluation</p> <p>Members offered positive feedback for the meeting.</p> <p>The Chair thanked the executive for excellent papers, excellent KPIs and the Board for their contribution to a full and productive agenda and discussions.</p> <p><i>The meeting closed at 20.00</i></p>
13	<p>DATES OF NEXT MEETINGS</p> <ul style="list-style-type: none"> • Tuesday 14 December 2021 at 18.00 • 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