

EALING, HAMMERSMITH AND WEST LONDON COLLEGE CORPORATION MEETING

Date	19 December 2018	Time	18.00
Venue	Hammersmith and Fulham College, Room LT3, Gliddon Road, London W14 9BL		
Chair	Andrew Baird		

Membership: Callum Anderson; Adrian Asuquo; Andrew Baird; Heather Clay; Julia Clements-Elliott; Leila Elsibaie; Karen Redhead (CEO) ; Raymond Hilditch, Roslyn O'Garro; Cllr Binda Rai Pareese Ryan, Sundeep Sangha; Denise Waldron.

In attendance: David Rose, Interim Finance Director (IFD); Laurie Morley, Project Director; Charles Nelson Director of Inclusive Learning and ALS; Girma Ejere – ESFA Observer, Andrew Baird, NLG.

Apologies: Heather Clay, Julia Clements-Elliott, Leila Elsibaie, Cllr. Binda Rai

The meeting began 18.00. The Corporation agreed to nominate Ra Hamilton-Burns as the Clerk for the meeting.

	ITEM	ACTION
1.	<p>Appointment of Interim Chair</p> <p>The Board agreed that Callum Anderson should take the Chair for the beginning of the meeting. He explained that Andrew Baird had withdrawn for this item and that the governors are being asked to consider his appointment as interim Chair</p> <p>Ra Hamilton-Burns, temporary Clerk, explained that the FE Commissioner had offered the support of Andrew Baird, NLG to the College and suggested that he might act as interim Chair. She reminded the Board that the College's instrument (Clause 10) and the Charity Commission¹ would preclude such an appointment in normal circumstances. However, she had received a letter from Alan Schneiderman, at the Office of the FE Commissioner, DoE, (attached to these minutes) which she circulated to the attendees which outlined the exceptional circumstances and the conditions under which they consider this appointment to be appropriate. The term of the appointment will be for up to eight business days from 20 December 2018 to 28 February 2019 as short-term specialist support. Andrew Baird would report to the Board which retains collective decision making responsibility for the Corporation.</p> <p>The support from the FE Commissioner should be treated as a 'grant in kind' in line with guidance from the Charity Commission and must be included in the</p>	

¹ <https://www.gov.uk/guidance/payments-to-charity-trustees-what-the-rules-are#pay-a-trustee-to-be-a-trustee>

College's accounts and the performance of the funded activity reported to the department.

Governors asked why the more 'normal' process of seeking approvals is not being followed. The temporary Clerk explained that this process is time consuming and that it would not be concluded until after this period of appointment is due to end. Payments cannot be retrospective and it was the view of the CEO and the FE Commissioner that this interim support is needed by the College immediately. The Board expressed its gratitude for the support offered and agreed that it was a prudent appointment.

AGREED: THE BOARD AGREED TO ACCEPT THE 'GRANT IN KIND' FROM THE FE COMMISSIONER, IN LINE WITH GUIDANCE FROM THE CHARITY COMMISSION, AND THE TERMS, CONDITIONS AND EXPECTATIONS SET OUT IN THE LETTER RECEIVED ON 17 DECEMBER 2018. ANDREW BAIRD WOULD THEREFORE BE APPOINTED AS INTERIM CHAIR FROM 20 DECEMBER 2018 TO 28 FEBRUARY 2019.

Andrew Baird joined the meeting at 18.05.

Andrew Baird thanked the Board for appointing him as interim Chair and gave the Board a brief summary of his resume and explained that he has served on the Board of East Surrey College for ten years, most recently as the Chair.

There will be a strategic meeting on 9 January 2019 and he urged all members to attend. The Director of Governance, David Round, will be in attendance to review all governance processes. It is intended that following this a full set of subcommittees take place culminating in a Board meeting on 13 February 2019. He invited members to contact Esther Mato-Rial to inform her of their availability.

Apologies

Apologies were received from Heather Clay, Julia Clements-Elliott, Leila Elsibaie, Cllr. Binda Rai

Andrew Baird welcomed Girma Ejere, ESFA observer and Ra Hamilton-Burns as temporary clerk. He also welcomed Wasim Mohamad (FE Student Governor) and Uhuru Amani Lambert (HE Student Governor) as the newly elected student members.

Chair's announcements

Andrew Baird explained that a panel of the Search and Governance Committee had met with Cllr. Yvonne Johnson, a prospective governor immediately before this meeting. The panel recommended that she be appointed for a four year period. She would also become Vice Chair of the Board and Chair of the Curriculum and Standards Committee.

AGREED: THE BOARD AGREED TO APPOINT CLLR. YVONNE JOHNSON FOR A PERIOD OF FOUR YEARS FROM 20/12/18-19/12/22.

Clerk's announcements

The temporary Clerk, Ra Hamilton-Burns presented her report.

	<p>AGREED: THE BOARD AGREED TO APPOINT DAVID ROUND AS DIRECTOR OF GOVERNANCE AND AS A SENIOR POST HOLDER.</p> <p>The Board welcomed the two new student Governors and expressed disappointment that Pareese Ryan had not been able to take up her role but understood the circumstances which had prevented it.</p> <p>The Board expressed sincere thanks for the enormous contribution made by Heather Clay during her time as governor of the College and wished her well in the future.</p> <p>Following feedback from the FE Commissioner and a review of the position the Board agreed that the structure of the staff governors should be made more traditional. It was therefore agreed that there should be two staff members on the board, one academic and one support staff member. Denise Waldron will continue as support staff member but as both Roslyn O'Garro and Leila Elsibaie wish to continue, there will be an academic staff governor election early in the New Year.</p> <p>Members noted the meeting dates scheduled for the Spring term outlined in the report.</p>	
2.	<p>Minutes of the previous meeting AGREED: MINUTES OF THE CORPORATION HELD ON 21 NOVEMBER 2018 WERE AGREED AS AN ACCURATE RECORD.</p>	
3.	<p>Matters arising Page 2 Chief Executive report – Karen Redhead advised the Board that she had progressed recruitment of additional financial expertise as support for David Rose. Antoinette Lythgoe had been recommended by Bob Smith, one of the FE Commissioner team. She was formerly an FE Commissioner team member during the Area Reviews and previously director of finance and corporate planning at South Trafford College. Karen Redhead has appointed Antoinette and she will be working with David Rose for up to three days a week.</p> <p>Cycle of Business – this will now be progressed by David Round, the Director of Governance Designate.</p>	
4.	<p>CEO report Karen Redhead reported that she had been a member of an expert panel at the AoC conference on a 'hot topic' session on intervention. She had been able to offer feedback from a college perspective. She had described the experience from the college which was carrying senior vacancies and had not got core processes in place. Serendipitously she had also been given the contact details of the Director of Governance at this session of the AoC. She was also introduced to Andrew Baird, NLG and was offered his support to the College at the Conference.</p>	

The ESFA is supporting the College on an ongoing basis. The most recent case conference was on the 13 December and was also joined by the FE Commissioner Team, the Transaction Unit and Andrew Baird. The College has struggled to meet the requirements and expectations of the agencies in relation to the scope and timely submission of the recovery plan. This is not ideal but is symptomatic of the issues the College is facing. The recovery plan is still in draft and will be submitted to the ESFA on 7 January 2019 with the financial elements still to complete by the end of January 2019. The College is also required to undertake an independent business review (IBR) for which it will pay and this will offer a view on if the College has a sustainable future or suggest any actions that should be made. Upon completion of the IBR and after receiving feedback from the agencies, it is likely the recovery plan will be revisited.

Governors asked if this report would be available on 13 February 2019 and Karen Redhead confirmed this is the case. Members asked which company will conduct this IBR and the CEO explained that an IBR would usually be required by the bank and conducted by an appropriate firm from their list of approved suppliers. The College has looked at the list of potential suppliers that Barclays bank would normally use and together with the ESFA has revised the criteria that the IBR will be based upon. The College is likely to select an experienced company and David Rose added that affordability will be a significant factor. Karen Redhead said that the Executive Team resources will come under even more strain in the New Year. Paul James starts as Deputy Principal Curriculum and Quality on 3 January 2019 and will be new to the College. Additional resource will also be required for the Finance Team to meet the demands of the ESFA and the Transaction Unit (TU) in relation to exceptional support payments. The timeframe for the IBR was initially timetabled for completion by 31 January 2019 but it is likely to be mid-end of February.

It was agreed that the appointment of the company for the IBR would be added to the agenda for the Board Strategy meeting.

Recovery plan - Karen Redhead said that the College had submitted the original recovery plan within the original November deadline which was intended to fulfil two purposes – to respond to all recommendations in the FEC report and to address the criteria in the ESFA financial notice to improve. Subsequent feedback received from the FE Commissioner’s team urged a recovery over two years rather than three so the plan is now being reconsidered. The ESFA wanted to see a more detailed narrative to enable external audiences to understand fully both the context and actions being undertaken to address them.

Enrolments - The Board has been receiving very high-level reports on enrolment as the MIS systems had been unable to provide more granular detail. The current report is still not sophisticated enough and would normally come through the management accounts from the Director of Finance. This report is still embryonic but shows a direction of improvement in reporting.

Attrition of 16-18 year olds is higher than hoped and work is being done to reduce this going forward.

David
Round

Student success - Amardeep Dadral had won a gold medal in the WorldSkills Inclusive Skills competition. The Board congratulated Amardeep on his amazing achievement.

Sundee Sangha asked Karen Redhead how she felt she had been received at the AoC conference. She responded that it been very positive that she had been invited and that this is a sign that they recognise that the College is working effectively with the agencies. She had received a great deal of sympathy and colleagues had been surprised to hear the issues she was facing. Richard Atkins said that there are a number of excellent principals in the country and recognised that Karen Redhead is one of these and suggested that she possibly has the most difficult job in the sector currently. Members expressed the view that the reputation and perception of the College should be protected and asked Karen Redhead to continue her hard work as its most visible ambassador.

Wasim Mohamad asked what is being done about young people dropping out and if this would be addressed by the strategy day or a board meeting in the future. Karen Redhead said that the Quality and Curriculum committee will discuss this issue and review action plans. The College had tried a programme to re-engage students who had left but this had not been wholly successful. Andrew Baird said that it is likely that the issues behind this attrition might be addressed by accurate and effective recruitment to ensure that students are enrolled onto the most appropriate course. Karen Redhead advised that the attrition issue is predominantly at the Hammersmith campus where the learning environment is poor and there are constraints around making short term improvements to it.

5. Legal Charge
Karen Redhead tabled a paper and said that the process is almost concluded but that the ESFA would be seeking security against £8.5m exceptional support. As such the College had been asked to arrange a legal charge on the Hammersmith site. The college solicitor has been working with the DoE solicitor to finalise the details. The Board discussed the proposal and recognised that this was a reasonable expectation.

Girma Ejere explained that the preparations for this legal charge are well advanced and explained that once the insurance issues are completed the charge will be agreed and enacted.

Governors asked when this will expire. It was explained that the charge will be lifted when the monies are repaid.

1. The CEO and Principal reported to the meeting that it is proposed that EHWLC grant a legal charge (the "**Charge**") over the properties known as Hammersmith and Fulham Campus, part of Ealing, Hammersmith and West London College, Gliddon Road, Hammersmith, W14 9BL registered at the Land Registry under title number BGL26664 (the "**Property**") in favour of The Secretary of State for Education (the "**Secretary of State**") as security for the obligations and liabilities owing

to the Secretary of State under a funding agreement entered into by EHWLC (1) and the Secretary of state (2) dated 27 November 2018 (the "**Funding Agreement**").

2. The Corporation considered the terms of the proposed Charge (the form of which is yet to be agreed) and the benefits and risks to EHWLC entering into it. In particular, it was noted that the entry into Funding Agreement would benefit EHWLC in that it would be able to remain financially solvent until such times as the financial performance of the College improves. However it is a condition of that arrangement that EHWLC enter into a legal charge over the Property in favour of the Secretary of State and that the College grant the Secretary of State a power of attorney in the charge. In granting this security, there is a risk that it could be enforced by the Secretary of State if EHWLC defaults on its obligations under the Funding Agreement or the Charge. If the security is enforced over the Property, the Secretary of State will be able to require those assets to be sold and the proceeds to be applied to repay any sums owing to the Secretary of State.
3. After careful consideration of the proposals and the proposed Charge **IT WAS RESOLVED** that the Chair and the CEO and Principal (the "**Authorised Officers**") be and are hereby authorised for and on behalf of the Corporation and EHWLC to:
 - a. (either alone or with one another) agree and grant a legal charge over the Property in favour of the Secretary of State as security for the Funding Agreement;
 - b. (either alone or with one another) in connection with Funding Agreement and the Charge execute and deliver any documents under hand with any amendments that the EHWLC Security Officers in their absolute discretion think fit (the approval of the EHWLC Security Officers members in any such case to be conclusively determined by their signing of such documents) in the name of Ealing, Hammersmith and West London College;
 - c. affix the common seal of the Corporation to all documentation relating to or ancillary to the Funding Agreement and Charge to be executed by deed and the Chair and the Principal be authorised to witness the affixing of the Corporation's seal to any such document in the name of Ealing, Hammersmith and West London College; and
 - d. (either alone or with one another) do all such acts and things in connection with the Funding Agreement and Charge including the execution of documents, certificates and notices (or if relevant, any drawdown request) in such form, and including such amendments, as they (acting jointly and severally), see fit.

Such actions and decisions being reported to Corporation members at the next scheduled meeting of the Corporation.

6.	FINANCE AND AUDIT MATTERS	
6.1	<p>Management accounts October 2018</p> <p>David Rose presented his report and explained that the format is now the AoC standard for management accounts.</p> <p>He discussed the year to date position with the following points:</p> <ul style="list-style-type: none"> • The AEB is £350k negative. This is misleading as the College has subcontractors which will 'plug' this gap. This is also reflected in the non-pay being positive. When the R04 is closely examined the College is slightly ahead on the same time last year for 19+ by around £100k. • Apprenticeships is (£76k) ytd and it is likely that although work is continuing there will still be a negative variance likely to affect the budget by £200k. • ALS - the negative variance is due to an earnings adjustment but David Rose is confident that the forecast will be achieved in this area. • Education contracts – the College is accruing to budget and is negotiating with circa 15 Local Authorities but only has confirmed two at this time. The impact of having not finalised more contracts is having a significant effect on the cash flow. • Advanced learner loans are (£67) and the College has to provide for a retention loss which is a risk of £250k to the budget • IELTS is down (£40k) to date but there is a long way to go so there is a risk to the budget but it is a relatively small amount. <p>Staff costs - are showing a negative variance but the College is making a significant saving on establishment staff costs so this variance is being created by the cost of agency staff.</p> <p>Non-pay costs - are slightly down but this is a relatively small number and there is an action plan for cost-saving measures. Karen Redhead has held a series of positive meetings with budget holders. In some cases some existing contracts with security, cleaning and catering have been revised down. This will show in the management accounts as the changes take effect. Roslyn O'Garro expressed concern that the canteen is increasing its prices and this has an impact on the students and staff. David Rose said he has a part-time procurement consultant and they will both be meeting with the catering company on 11 January 2019. Regular meetings will ensure that the College manages this provision closely.</p> <p>Raymond Hilditch commented that it may not be prudent to cut the marketing budget as this may have a negative impact on recruitment. Karen Redhead explained that the reductions had been suggested by the marketing department and specific care had been taken to protect the recruitment of students particularly aged 16-18.</p>	

	<p>Governors asked where the money on 'other support' (3b) is spent. David Rose said there is still detailed work required to identify which staff this captures and which areas they are aligned to. The December 2018 management accounts will go to the February 13 Board meeting.</p> <p>Cash position David Rose is producing a rolling 12-month forecast to submit to the ESFA each month as part of the exceptional support funding agreement. The College proactively manages relationships with suppliers and plans carefully as the ESFA scrutinises the cash-flow forecast. He offered to share this report with members if requested. He reminded governors that all funding streams dip from now until the end of March 2019 and that, more than ever, cost control is extremely important.</p> <p>Governors asked if trade creditors are likely to increase from the already high level. David Rose confirmed that this is likely to be the case. Governors asked if the College is likely to find that suppliers are withholding goods and services. David Rose said that the College prioritises that which affects learners or self-employed suppliers. Roslyn O'Garro commented that the Finance Department has been very supportive with any requests.</p> <p>Governors discussed the effects on the College reputation of delayed supplier payments and asked David Rose to model what a payment model of settling invoices within 30 days would look like in terms of impact. It might be the Board would take this to the ESFA to have this discussion. It was agreed that the Finance department is behaving responsibly as far as is practical. David Rose confirmed that the College does not have an overdraft facility and Barclays is going to use the IBR to ascertain if it is willing to provide this. Karen Redhead said that the ESFA exceptional support will stop at the end of March 2019. She reminded the Board that the College is expecting to sell Hanson Gardens and receipts are expected in April 2019.</p> <p>KPIS - David Rose will clarify the pay cost KPI for the next Board meeting.</p>	<p>David Rose</p> <p>David Rose</p>
<p>6.2</p>	<p>Financial statements and letter of representation</p> <ol style="list-style-type: none"> 1. Financial statements 2. Letter of representation – Audit 3. Letter of representation – Regularity <p>David Rose explained that these should have been presented to the Board at this meeting for review and approval. This is not the case because the gateway project is not yet confirmed and there remain going concern issues</p> <p>Girma Ejere explained that he has provided David with the proforma that he will need to submit to request a delay in submission.</p> <p>The going concern discussions are ongoing with the Auditors and centre on the significant uncertainty caused by the College's weak financial position and the forthcoming insolvency regime. The auditors do not wish to wait for the IBR report and will continue to work with the College during January 2019 to obtain sufficient assurance of going concern.</p>	

The forecast operating deficit is £11.6m before the impairment provision of £5.4m - this has moved from the November 2018 forecast of £9.1m due to a variety of reasons detailed as follows:

Explanation	I&E impact (£000)
Late invoices/cost accruals	659
Historic teachers' pension costs (noted as a £33k contingent liability in 2016/17 accounts)	150
Additional provision for Acton decant costs	114
Over-accrual for other income	595
Under-spend on 16-19 Bursary income (removed from I&E and shown as creditor)	124
Under-spend on Advanced Learner Loan Bursary income removed from I&E	368
Removal of FE meals and spent 16-19 Bursary income	222
Amendment of first draft clawback provision at R14	38
Amortisation charge on intangible asset	39
Accrual for bank interest payable	40
Additional agency staff cost accrual	37
Deferral of tuition fees received in advance	111

Bursary income has been removed from the College income which had been included in error. Historic teacher pension costs have impacted significantly on the College cash flow and should have been resolved in the last two years.

Governors asked if David Rose now has a reasonable degree of confidence that the finance department has identified all the issues. He confirmed that a great deal of work has been done and a prudent approach adopted to ensure that the College is not facing any unexpected issues in the future.

6.3 Bank mandate

David Rose explained that the bank mandate needs to be updated to add two members of SLT. Andrew Baird asked for a written proposal to be provided to the January 9 Board meeting in order that the Board may give this appropriate consideration.

David Rose

6.4 Procurement of new internal auditors

Grant Thornton has resigned, as it no longer provides internal audit service to the FE sector, and the College no longer has internal auditors. The College has launched a tender process through the FE procurement framework which had issued the tenders to national and local audit providers. The College has received seven responses, six of which are positive. Governors asked if the responses can be sent to the Audit Committee to review and make a recommendation to the Board.

David Rose

7

Property matters – this item was taken as a confidential minute

Karen Redhead reminded the Board that Graham Morley (interim Principal) had recommended a pause on the original Gateway project whilst a more affordable solution might be proposed. She outlined the strategic objectives and reminded the Board that the appendix of the estates strategy sections 1-3 are legacy items which are still to be reviewed.

The College is confident that even if it has not refreshed the LMI due to resources, the strategy is driven by

- Affordability
- Need to provide appropriate learning for communities
- Pay back of the Exceptional Financial Support (EFS)ESFA loan.

Laurie Morley entered the room at 19.30.

Laurie Morley informed governors that the document collates the research and estate data which has been compiled in recent months. The paper is a high-level summary of the report. He sought the review and approval of the Board for the outlined Estates strategy.

AGREED: THE BOARD AGREED THAT THE DETAILED FUNDING APPLICATION FOR THE SKILLS FOR LONDONERS' CAPITAL FUND SHOULD BE SUBMITTED TO THE GLA BY 21 JANUARY 2019

AGREED: THE BOARD AGREED THE DETAILED FUNDING APPLICATION TOGETHER WITH ALL ITS ANNEXES, BE APPROVED BY ELECTRONIC RESOLUTION IF CHANGES ARE REQUIRED.

Park Royal

Karen Redhead commented that the College has not confirmed the ideal location of Motor Vehicle.

Governors asked for an update on progress on the Hammersmith site. Laurie Morley explained that planning consent has not yet been sought and it is to be noted that there is a request for the buildings to become listed. The College is going through a process and has employed an historic buildings specialist advisor.

Governors asked if the planning is predicated on a percentage of affordable housing. Laurie confirmed that the plans include 35% of affordable housing. Planning will need to be revisited as the College will now require a slightly smaller building which may just remove the two floors which had been contentious in the first instance.

If the estates strategy continues as outlined, the projected surplus will be £22m.

Governors commented that whilst it agreed that the Hammersmith site should be redeveloped and that Southall might be reduced in size, it was unfortunate that reductions in enrolment further supported the urgency to address this issue.

	<p>Karen Redhead sought the approval of the Board on proceeding with an affordable redevelopment plan for Hammersmith and assured the Board that detailed plans would be brought to a future meeting. It was recognised that any delay might cause the loss of the College's investment to date and threaten the GLA funding.</p> <p>Governors asked if the College expects Brexit to have an effect on the land prices contained within the Estates Strategy. Laurie Morley assured the Board that the figures in the report are conservatively estimated and that the strategy will generate sufficient surpluses to mitigate any downward pressure on land values.</p> <p>Governors discussed the redevelopment of the Hammersmith site and it was agreed that future plans would be brought to further Board meetings. The detailed process that had been undertaken to revisit the plan was acknowledged and the Board agreed that the property strategy was appropriate.</p>	
7.2	<p>Update on actions from the Board strategy session (confidential) Laurie invited questions – there were none.</p> <p>KR reminded the Board that the College has twice the amount of space that is required. This is costing £1.4m annually to service. The reduction of the Gateway and the sale of Southall would bring the College to a more acceptable size.</p> <p>The Board thanked Laurie for his report.</p> <p>AGREED: THE BOARD APPROVED THE PROPERTY STRATEGY</p> <p><i>Laurie Morley left the room at 20.12.</i></p>	
8	<p>Notes of the Curriculum, Quality & Performance Committee (CQP) held on 22 November 2018 The notes of the meeting were noted and the meeting had been inquorate.</p> <p>Roslyn O'Garro reported that Heather Clay had asked if HE provision at the College was robust and that she had been able to confirm that this was the case.</p>	
9	<p>Self-assessment report Quality improvement plan</p> <p><i>Charles Nelson joined the meeting at 20.15.</i> He explained that the Self-Assessment report had been presented to the inquorate meeting of the Curriculum, Quality and Performance so they had been unable to make a formal recommendation. He reported that the rapid improvements in leadership and management at the College had been reflected in the self-assessment report and the overall resulting grade was 'good'. He added that Teaching Learning and Assessment (TLA) is still good across the College but the key areas for improvement are the 16-19 study programmes, level 3 achievement rates and the achievement grades in GCSE English and Maths.</p>	

	<p>Charles Nelson invited questions. Andrew Baird responded that it was hard to question this effectively as he was accustomed to being involved in verification panels to review the SAR. He recommended that this practice is put in place for the coming year.</p> <p>Karen Redhead said that there had been a shift from SAR processes to a quality improvement plan (QIP) in governance terms in recent years. The Curriculum, Quality and Performance Committee will pick up regular monitoring of the progress of QIP actions in the New Year as part of its cycle of business.</p> <p>Roslyn O'Garro said that there are often external factors which influence quality. In construction, for instance, new qualifications had been introduced in 2016 which had caused an impact. Another example was the business and professional faculty in which a substantial number had been agency staff.</p> <p>AGREED: THE BOARD APPROVED THE SELF ASSESSMENT REPORT.</p>	David Round
10	<p>Quality arrangements for 2018/19</p> <p>Karen Redhead commented on her arrival at the College she had noted that the quality arrangements in the College are very structured and well run. She has therefore been focussing on financial issues which critically need attention. At prior Board meetings the interim Deputy Principal Curriculum and Quality and Karen Redhead had recognised that the data is not presented in a useful manner and this will be addressed in the near future.</p> <p>Quality issues had not been a factor of intervention and had come through the FE Commissioner's review without any formal recommendations but the QCP Committee will look at improvements.</p> <p>Girma Ejere suggested that it would be an idea to review this in line with the EIF(Education Inspection Framework)² being introduced by Ofsted in January 2019. He also added that the customer view should be captured – especially in view of the 16-19 drop-out rates.</p> <p>The Quality Improvement Plan would be presented to the QCP Committee in the Spring Term.</p> <p>The Board noted the paper.</p>	Charles Nelson
11	<p>SED HE report</p> <p>Charles Nelson reported that the College had been awarded the Silver TEF award in May 2018.</p> <p>There are still low numbers of students in HE but the College will seek to grow these.</p>	

² <https://www.slideshare.net/Ofstednews/working-towards-the-eif-2019-ofsteds-approach-schools>

	<p>He proposed that the Executive and Clerk review the various policies relating to curriculum and quality and propose which body monitors the implementation of each policy and which body authorises proposed changes to each policy. It is also proposed that the Executive and Clerk designate propose the frequency with which each policy is reviewed. It was agreed that this would be presented to the CQP Committee.</p> <p>Karen Redhead said that this report is retrospective and does not reflect the impression that she has gained of HE in the College which she considers needs considerable improvement and that quality is of concern. The quality is not strong and the numbers have become very small and in some cases are creating viability concerns.</p> <p>The Board agreed that this would be considered in the strategic review of the educational character of the College. It was suggested that the Quality and Curriculum Committee would receive a paper on this matter.</p>	Charles Nelson
12	<p>Any other business</p> <p>Roslyn O'Garro reminded the meeting that the Board had requested an equality and diversity report. Andrew Baird said that this should come as part of the Human Resources report through the Finance and General Purposes Committee.</p> <p>The meeting closed at 20.40</p>	David Round
13	<p>Date of next meeting</p> <p>13 February 2019.</p>	

Chair's signature

Date 13/02/19

