







were no named ED&I champions or individuals with specific responsibilities in this area. This helped the College to promote a clear message that ED&I is everyone's responsibility and there is no specialist officer who will 'do it for you'.

### **Minutes of 22 March meeting**

- .1. The minutes of the meeting held on 22 March 2021 were confirmed as a correct record subject to the correction of a typographical error in Minute 7.9 and it was agreed that the same be agreed by the Board.

### Matters arising

#### 10 March 2020 Minute 1.2 Apologies for absence and quorum (retiring governors)

- .2. It was agreed that long-serving governors who had retired in 2019-20 or 2020-21 should be invited to a suitable event to be held in late 2021 or early 2022.

#### 13 July 2020 Minute 10.8 Finance, Resources and Fundraising Committee (Waterloo Property Strategy Phase 1b)

- .3. The Board was pleased to note that the new Morley Gallery would be officially opened on 16 September.

#### 2 March 2021 Minute 7.8 Principal's Report (North Kensington Centre renovation)

- .4. Governors confirmed that they had received the promised illustrations of the revised Wornington Road frontage.

#### 2 March 2021 Minute 8.1 College performance (KPIs)

On the understanding that the terms of the letter were unlikely to vary significantly from those set out in the template considered at the 7 June meeting, the Board authorised the Chair and Principal to acknowledge and accept the contents of the letter on its behalf. Legal advice should be sought if any significant variations were





explained that the high proportion of course delivery costs accounted for by curriculum administration was due to the majority of the courses offered by Morley being of short duration: there was an element of fixed administrative cost per course that did not vary directly with the cost of teaching.

10.2. The Chair of the Board has advised that, in preparation for a range of different scenarios, the Group had undertaken some preparation for the 'stocktake' meeting with funding bodies and the Deputy FE Commissioner on 30 June. At that meeting, the Education and Skills Funding Agency (ESFA) had made evident its interest in student recruitment, particularly in North Kensington and in particular postcode areas within North Kensington: there was clearly a concern to monitor the impact of the very substantial investment that Government was making in the North Kensington Centre. The ESFA and GLA would be looking to receive monthly recruitment reports (which the College's new dynamic reporting system was able to produce in real time), as well as the monthly management accounts that were already produced.



either the amount or the timing of drawdown. Asked what would be necessary for the College to obtain a 'good' rating for financial health, the CFO told the Board that EBITDA would have to be in excess of one per cent of income (calculated after some adjustments). A 'good' rating in 2021-22 would require EBITDA of £209k rather than the £19k budgeted. It was agreed that returning to good financial health was a desirable objective, and that the possibility of doing so should be considered in any future budget review.

- 11.5. Governors went on to review proposed capital expenditure, which the Committee had recommended be maintained at the same level as in the merger financial plan (£996k). In answer to questions, the CFO said that he had received bids for capital expenditure to a total value of £2.1 million; many of these bids related to high priority areas, including estates modernisation and the development of digital infrastructure. The Board agreed that significant investment in these areas was critical to delivery of the strategic plan, and approved the proposed capital expenditure budget on the understanding that it would be kept under review and that lower-priority investments would only be authorised if cash flow projections were being met.
- 11.6. Concluding their review of the proposed budget, governors noted that, for the second successive year<sup>2</sup>, no provision had been made for a cost-of-living-related pay increase for staff. It was agreed that this decision should be re-considered in the light of the revised income and expenditure projections that the Board would be receiving regularly through the year. Asked whether the merger financial plan made any assumptions about inflation, the CFO said that both fee rates and rates of pay had been assumed to remain at pre-merger levels. Gov

and the Fees and Refunds Policy, subject to the correction of typographical errors in the Redundancy Policy and Procedure (Clause 13.1) and the Fees and Refunds Policy (Clause 3.1.23) and to an amendment to the latter policy to make clear that where there was a change to the location, timing or mode of delivery of a course an enrolled student who was unable to proceed with the course under the new arrangements would be entitled to receive a voucher or (in certain circumstances) a cash refund.

11.10. See confidential minutes

## **12. Quality and Standards Committee**

12.1.

analysed and reported on separately. In relation to student satisfaction (A3), the Board asked the Principal to review the range of questions available within the framework of the national survey to which the College subscribed and report back through the Quality and Standards Committee.

- 13.2. A governor also questioned the (unchanged) wording of the termly measure of student satisfaction (T2: students responding 'Teaching on my course is excellent'), but it was agreed following discussion that the choice of possible responses (agree strongly, agree, disagree or disagree strongly) allowed a wide enough range of opinions to be expressed.





governors, the Chair thanked Charlotte Thompson for her contribution to the work of the Board over the last year.

17.3. The Principal thanked all governors for their dedication to the College over the last year, and particularly thanked the outgoing Chair and Vice-chair. He welcomed the new Chair/ Vice-chair team and looked forward to working with them over the coming years. The Vice-chair added a tribute on behalf of the Board to the Chair, thanking him for his highly effective leadership of the Board and his support for both governors and the SLT over a total period of almost twelve years and in particular since the beginning of 2019. She looked forward to having the opportunity to thank him in person before too long.

17.4. Responding, the Chair thanked his fellow-governors, the SLT and the Clerk for their unwavering support during his term of office. He expressed confidence that, with such strong and capable leadership, Morley would continue to prosper and to find new opportunities to serve. He looked forward to seeing the merger plan coming to fruition, and to having the opportunity to celebrate with other members of the Morley community, of which he hoped to remain a part. He concluded by wishing his successor as rewarding an experience as Chair of Morley as he had enjoyed and assuring her of his continued support.

**18. Date of next meeting**

Confirmed as Monday 1 November 2021 at 4.30 pm by Microsoft Teams.

The meeting ended at 8.35 pm

Martin McNeill  
Clerk to the Governing Body

Confirmed as a correct record at the meeting held on 1 November 2021

and signed by.....



