

# MORLEY COLLEGE LONDON

## GOVERNING BODY

Minutes of a meeting held via Microsoft Teams on Monday 13 July 2020 at 5.30 pm.

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### **Present:**

Dr Stuart Edwards, External Governor (**Chair**)  
Ms Pauline Egan, External Governor (**Vice-chair**)  
Mrs Jane Bailey, External Governor  
Mr Martin Bamford, Co-opted Governor (Items 1-18 only)  
Miss Justine Brian, External Governor  
Mr Pedro Dias Ferreira, External Governor  
Mr Michael Doolan, Co-opted Governor (Items 1-18 only)  
Mr Nic Durston, External Governor  
Ms Gill Evans, External Governor  
Ms Heather Fry, External Governor  
Dr Andrew Gower, Principal and Governor  
Mr Luke Howson, Staff Governor (Items 1-18 only)  
Mrs Gail Le Coz, External Governor  
Ms Susan Lindsey, Student Governor (Items 1-18 only)  
Mr Victor Olowe, External Governor  
Ms Sara Robertson-Jonas, Staff Governor (Items 1-18 only)  
Ms Moyra Samuels, External Governor (Items 1-6 only)  
Ms Heather Smith, External Governor  
Mr James Ward, External Governor

### **In attendance:**

Mr James Harris, Staff Representative (Items 1-18 only)  
Mr Marco Macchitella, Deputy Principal (Items 1-18 only)  
Mr Ralph Moran, Chief Finance Officer (CFO) (Items 1-18 only)  
Mr Matthew Cunningham, Chief Marketing and Engagement Officer (CMEO) (Items 1-18 only)  
Mr Craig Hanlon-Smith, Interim Centre Principal, North Kensington (Items 1-6 only)  
Mr Gerald Jones, Centre Principal, Waterloo (Items 1-6 only)  
Mr Matias Shortcook, Centre Principal, Chelsea (Items 1-6 only)

To confirm the minutes (including the confidential minutes) of the meeting held on 1 June 2020 (Minute 5.1)

To note and ratify the decision of the Chair and Principal to submit a bid to the College Collaboration Fund (Minute 7.1)

To keep the COVID-19 College Response Oversight Group in existence to deal with any Covid-related issues arising in the future (Minute 9.5)

To approve the 2020-21 budget and 2021-22 financial plan, subject to no more than one-third of annual budget for discretionary non-pay expenditure being committed in advance of the 2 November meeting and to a full review at that meeting. (Minute 10.4)

To set the minimum cash balance to be maintained at all times at a level of £2.475 million (Minute 10.4)

To approve capital expenditure in 2020-21 of £550k to support delivery of the new curriculum offer across the three centres (Minute 10.6)

To proceed with the investment of £1.25 million (£850k net) in Phase 1b of the Waterloo Property Strategy (Minute 10.8)

To approve -site learning (Minute 10.9)

To approve a revised Capability Policy and Procedure for staff other than senior post-holders for review not later than 31 July 2024 (Minute 10.9)

To approve a revised Risk Management Policy for review not later than 31 July 2024 (Minute 13.2)

To approve a draft Anti-fraud Policy, for review not later than 31 July 2024 (Minute 13.2)

ending 31 July 2020 and the cessation accounts of Kensington and Chelsea College (KCC) (Minute 13.2)

To adopt a new approach to governor engagement (Minute 14.1)

To use the same self-assessment questionnaire as in 2019, with three additional questions (Minute 14.1)

needs had varied, however, and while for students on some (mainly accredited) courses continuity and near-normality were goals, for other classes the move online opened up opportunities to innovate. The Term Three challenge to put infrastructure in place and provide tutors with the training necessary to deliver online learning had been met: the imperative now was to enhance the quality of pedagogy and push through the changes identified in the Quality Enhancement Plan and by Ofsted, drawing on evidence from virtual learning walks and the large volume of (overwhelmingly positive) student feedback. This would require the development of new training programmes and a very different approach to lesson observation.

- 3.2. Ms Dhillon then described her experience as a tutor of three music classes. She had found that planning the move from ensemble work to online learning and acquiring a sufficient understanding of the necessary technology had been challenging, but the outcomes had been very pleasing, with the great majority of students choosing to continue their studies and many discovering new opportunities as a result. Course preparation had required more time, as the course content had shifted towards a greater emphasis on analysis and theory, with students undertaking a wider range of more complex assignments and receiving detailed feedback.
- 3.3. Ms Dhillon told the Board that the experience had forced her to be more creative and this, together with a wider range of students (including some based a long way from Morley) had added to her enjoyment. Student attendance had been high, enrolments had risen and many students had commented favourably on their learning experience. She illustrated her presentation with brief clips from the work of four students from her three separate classes, demonstrating the high quality of music that was being produced (fuller versions had been shared with governors in advance of the meeting).
- 3.4. Governors expressed their admiration for what had been achieved, not only in the creation of new content for a new style of learning but also in its marketing. Asked about the benefits for students, Ms Dhillon said that many of them (including a significant number of older students) had acquired valuable digital skills; they had also benefited from the critique of their work by the tutor and fellow-students, and developed a more analytical approach to the music that they were learning and making. At the same time, she recognised the limitations of online learning for ensembles and choirs, which no-one had yet managed to overcome.

#### **4. Minutes of 30 March meeting**

- 4.1. The minutes (including the confidential minutes, but not the reserved minutes) of the meeting held on 30 March 2020 were confirmed as a correct record and it was agreed that they should be signed by the Chair. The reserved minutes were to be considered by the external governors and Principal only (see Item 19).

##### Minute 1.2 Apologies and quorum (retiring governors)

- 4.2. The Board noted that it was not likely to be possible to arrange an event at which the retiring governors could be thanked before the end of 2020.

##### Minute 1.2 Apologies and quorum (absent governors)

- 4.3. The Board noted that appropriate action had been taken. The Chair expressed sympathy to all members of the College community who had been affected directly or indirectly by the Covid-19 pandemic.

##### Minute 5.2 (Covid-19 response)

- 4.4. The Board noted that the requested summary of actions taken had been circulated to all governors on 31 March.

Minute 5.6 financial support)

4.5. The Principal confirmed that additional financial support had been sought, but that the Department for Education (DfE) had declined to provide immediate assistance.

Minute 5.10 SLT appointments)

4.6. The Principal informed them, with regret, that Jasbir Sondhi, who had been appointed Centre Principal at North Kensington in March and had been due to join the College on 24 August, had withdrawn her acceptance, having been offered a significant promotion by her current employers. He had therefore asked Craig Hanlon-Smith to remain as Interim Principal for a further period.

4.7. A number of governors indicated a wish to discuss this appointment further, and it was agreed that, as a matter involving named individuals, it should be considered after the staff and student governors and senior staff other than the Principal had withdrawn (see Minutes 19.7 and 19.8 below).

Minute 5.13 3D model)

4.8. The Principal confirmed that the contractors appointed to undertake the renovation of the North Kensington Centre would be requested to provide a 3D model.

Minute 7.2 Strategic Plan (governor comments)

4.9. The Principal confirmed that all governor comments had been taken in to account preparing the consultation draft of the Strategic Plan that would be shared with stakeholders in the next few days.

Minute 13.3 Search and Governance Committee (student voice)

4.10. The Clerk reported that the new student representation arrangements were still being discussed, and a proposal would be put to the Board at or before its November meeting.

Other matters

4.11. Governors were content that all other outstanding actions were not yet due to be addressed.

**5. Minutes of 1 June meeting**

5.1. The minutes (including the confidential minutes) of the meeting held on 1 June 2020 were confirmed as a correct record and it was agreed that they should be signed by the Chair.

Minute 4.4 CCROG (communications)

5.2. The Board was pleased to note that agendas and minutes of the Covid-19 College Response Oversight Group were now being routinely distributed to all governors.

Minute 5.5 Governor appointments (Stakeholder Advisory Groups)

5.3. t the development sessions at the different centres in 2020-21 (see Item 15b) should include opportunities for governors to engage with members of the relevant Stakeholder Advisory Groups.

Minute 6.4 Audit appointments (internal audit procurement)

5.4. The Chair and Vice-chair of the Audit Committee confirmed that no specific suggestions had been received from governors in relation to the re-procurement of internal audit.

**6.**

6.1. Governors thanked the Principal for providing an audio version of his report in advance of the board meeting, which several had found to be an effective way of assimilating a large volume of information.

6.2. The Board was pleased to note the progress being made in implementing the Post-Merger Transition Plan and the Covid-19 Business Resilience Plan, particularly in



## **9. Covid-19 College Response Oversight Group**

9.1 The Board received and considered the minutes of the 9 June meeting of the Group, which had been previously circulated. In the absence of draft minutes of the 9 July meeting, the Chair summarised the main issues that had been discussed, which had included new government guidance on re-opening of centres, the arrangements to ensure a safe return to on-site working and learning for staff and students and the 2020-21 marketing campaign as well as the implications of the Chancellor of the

ditional financial support.

9.2 The Group had welcomed the clarification of government guidance allowing in-centre adult learning from 13 July the start date of the Summer School. Group members



more of the committee members present. The Clerk was asked to consider how such a situation could be avoided at future meetings of this and other committees.

10.2 The Committee Chair thanked the CFO for his presentation at the Board Development Session immediately preceding the meeting, which had helped to ensure that all governors were aware of the key issues that the Committee had had to address, particularly the uncertainty about fee income, which had an even greater significance in the light of the decision taken by the Financial Cases Committee. Because of that uncertainty, committee members present at the 23 June meeting had recommended only provisional approval of the budget, subject to a review at the November board meeting when some information about Term One recruitment would be available.

10.3 The Principal proposed an amendment to the budget recommendation as set

publicity as evidence of the  
specifically to Visual and Digital Arts.

- 10.9 The Board also agreed to approve the plan for a return to on-site learning and the revised Capability, Disciplinary and Grievance Policies and Procedures for staff other than senior post-holders.

## **11. Quality and Standards Committee**

Having receive

12.5       Governors also asked the Principal and Deputy Principal to give further consideration to the inclusion of an additional sub-measure in KPI T1 to reflect the efficiency of curriculum delivery specifically in relation to 16-18 study programmes, and to finding ways of reporting on the impact of different modes of delivery (in-centre, online and online-plus) not only on curriculum efficiency but also on student achievement, attendance, retention and satisfaction. It was agreed that leading indicators such as student attitudes to different delivery modes were best considered in the context of the marketing strategy rather than through KPIs. The CMEO told the Board that the current student survey included a n

Covid-19 pandemic and on the new working arrangements that the Governing Body had developed.

- 14.3 The Board confirmed that, on expiry of the terms of office of the current staff and student governors and the additional governors that it had co-opted to strengthen staff and student voice on the Board over the post-merger transition period, it would continue to seek to appoint two staff governors and two student governors (in each case, the maximum number permitted by the Articles). In answer to a question about student representation cross-college, the Clerk reported that this was a key element of the new student representative structure that was being developed (see Minute 4.10 above).

14.4



Confirmed as a correct record at the meeting held on 2 November 2020

and signed

...(Stuart Edwards) (Chair of that meeting)

## **SCHEDULE OF OUTSTANDING ACTIONS**

**Minute**

Minute	Action	Responsible	By when	Progress
9.4	Make clear to the ESFA the deliver its part of the merger plan and its expectation that the ESFA will continue to seek ways to enable it to do so	Chair/ Principal	31 July 2020	
10.1	Review the quoracy rule that requires at least 50 per cent of committee members present to be external governors	Clerk	12 October 2020 (SG Committee)	
10.5	Consider how the College might grow its HE provision, given the impact of student number controls on HEIs	Principal	2 November 2020	
10.5	Consider obtaining separate UCAS code	CMEO	2 November 2020	
10.8	Ensure that investment in Phase 1b of the Property Strategy receives maximum publicity	Principal/ CMEO	To be determined	
12.4	Consider how KPI target-setting and monitoring processes might better contribute to the advancement of EDI	Principal	2 November 2020	
12.5	Consider including an additional sub-measure in KPI T1 to reflect the efficiency of curriculum delivery specifically in relation to 16-18 study programmes	Principal/ Deputy Principal	2 November 2020	
12.5	Seek ways of reporting on the impact of different modes of delivery (in-centre, online and online-			

<b>Minute</b>	<b>Action</b>	<b>Responsible</b>	<b>By when</b>	<b>Progress</b>
15.1	Circulate draft governor recruitment pack to SG Committee members for comment	Clerk	31 August 2020	
15.1	In searching for financially-qualified external governor, take account of the need for a governor with expertise in property and construction matters	Clerk	30 September 2020	
16.2	Make glossary of abbreviations and technical terms available to governors	Clerk	30 September 2020	
16.2	Propose amendments to Complaints Policy and Procedure to provide for expressions of dissatisfaction with the implementation of policies not including their own appeal procedures	Clerk	30 September 2021	
17	Ensure that board agendas and papers are made available at least seven clear days in advance	Clerk with SLT	25 October 2020	