

# MORLEY COLLEGE LONDON

## GOVERNING BODY

Minutes of a Meeting by Microsoft Teams on Monday 13 December 2021 at 4.30 pm

---

### Present:

Ms Leisha Fullick, External Governor (Chair)  
Mr Victor Olowe, External Governor (Vice-chair )  
Mr Alex Cole, External Governor  
Miss Justine Brian, External Governor  
Mr Pedro Dias Ferreira, External Governor (from Item 7)  
Mr Nic Durston, External Governor  
Ms Pauline Egan , External Governor  
Ms Gill Evans, External Governor  
Ms Heather Fry, External Governor  
Dr Andrew Gower, Principal and Governor  
Mrs Gail Le Coz, External Governor  
Ms Susan Lindsey, External Governor  
Mrs Debbie Ryle, Staff Governor (Items 1-15.1 only)  
Ms Moyra Samuels, External Governor  
Dr Melissa Score, Staff Governor (Items 1-15.1 only)  
Mr Jonathan Slater, External Governor (Items 1-11 only)  
Mr James Ward, External Governor

### In attendance:

Mr Marco Macchitella, Deputy Principal (Items 1-15.1 only)  
Mr Ralph Moran, Chief Finance Officer (CFO) (Items 1-15.1 only)  
Mr Jon Cole, Chief Digital and Information Officer (CDIO) (Items 1-15.1 only)  
Mr Matthew Cunningham, Chief Marketing and Engagement Officer (CMEO) (Items 1-15.1 only)  
Ms Alison McNamara, Chief People Officer (CPO) (Items 1-15.1 only)  
Mr Craig Hanlon-Smith, Centre Principal, North Kensington (Items 1-11 only)  
Mr Gerald Jones, Centre Principal, Waterloo (Items 1-11 only)  
Mr Matias Shortcook, Centre Principal, Chelsea (Items 1-11 only)  
Mr Martin McNeill, Clerk to the Governing Body and Company Secretary

### Absent:

and Strategic Report, the Statement of Corporate Governance and Internal Control, the Statement of Regularity, Propriety and Compliance, the Statement of Responsibilities of the Governing Body and the Financial Statements (Minute 8.5)

To approve the 2020-21 Self-assessment Report (SAR) and, with a number of amendments, the 2021-22 Quality Enhancement Plan (QEP) (Minute 9.5)

To approve the 2020-21 Annual Quality Review (AQR) for Higher Education (Minute 9.8)

To approve for publication the 2020-21 Equality and Diversity Report subject to some re-drafting (Minute 10.2)

To approve a revised Environmental Sustainability Policy for review not later than 31 December 2022 (Minute 12.3)

To note the increased occurrence of mental health and anxiety concerns within the College community over the past year (Minute 13.1)

To note a much improveiTJ 01.2 (f)-17.4 (5)2.7 (e)-e466 ( )TJ EMC /LBody <</MC21( )TJ EMC C2\_0

others) and to Ofsted's view of quality in FE provision and how the College's approach to

accessibility of student-related policies and procedures would be a key task for the new Student Voice Champion once appointed.

19 July 2021 Minute 13.1 Key performance indicators (student survey)

accounting was appropriate. He reported that the external auditor had been satisfied that the Board had given proper consideration to financial forecasts going

comfort from a rigorous process of external moderation at centre and whole-College level.

- 9.3. In discussion, governors agreed that the inclusion of pie charts and other graphics in the SAR was helpful, as it enabled the relative significance of different types of provision to be easily grasped. The overall tone of the SAR, acknowledging improvement overall but also recognising that there were still a number of issues – some of long standing – to be addressed, was also judged to be appropriate.
- 9.4. In response to specific questions, the Deputy Principal said that in his view behaviour and attitudes were not yet 'outstanding' overall. While the behaviour and attitudes of adult students were excellent, there was room for improvement in the 16-18 cohort, particularly in relation to attendance (although this had shown some improvement in response to the initiatives described on pages 22-24 of the SAR). Asked why personal development was assessed as 'outstanding' while there was still more work to do to tt,

10.1. The QS Committee Chair told the Board that the Committee had considered, alongside the Annual Equality and Diversity Report now presented, a new and powerful Equality, Diversity and Inclusion (ED&I) Statement which, however, still needed some re-drafting. A revised version would be available for the Board to consider at its March meeting, alongside an ED&I Action Plan that would take account of responses to the recent staff survey and of the work being taken forward

Governors also welcomed the opportunity to celebrate the wide range of staff and student successes listed in the Principal's report, and commended the College on the introduction of its leadership development programme; the CPO was asked to keep the FRF Committee informed about this programme as it was delivered, with particular reference to the diversity of the managers involved and to any targets relating to the representation of specific groups.

11.5. (C)2.6 k tegthat t



enrolments in Terms Two and Three, but that forecast might need to be adjusted upward or downward in January.

- 11.10. The Principal went on to outline Phase Two, which involved longer-term planning. He had asked Centre Principals to re-profile their growth targets in the light of the market information now available: they might wish to consider lower targets for short courses, alongside opportunities to expand provision for 16-to-18-year-olds and the range of courses eligible for funding through Advanced Learner Loans. Morley's HE offer also needed to be re-focused. Following discussion, the Board agreed that, following further analysis by the SLT, the options should receive preliminary consideration at the 7 February Strategy Development Session. Following review by the relevant committees in late February, there should be an opportunity for a full discussion at the board meeting on 28 March.
- 11.11. The CMEO then introduced the report that he had prepared jointly with the Deputy Principal and the CFO describing the approach that the SLT was taking to mitigate the severe impacts of the pandemic on all aspects of College business in 2021-22 (as already outlined by the Principal) and to gain an understanding of how Londoners' learning needs had changed and how Morley might adapt and subsequently market its provision. He introduced the key messages emerging from the work undertaken by Pulse Research, which showed a preference among potential students for courses that enabled them to fulfil a passion and that combined face-to-face and online learning. He also referred to data on Londoners' travel patterns from the Greater London Authority (GLA) and the Office of Rail and Road which would help shape the mix and volume of courses for 2022-23 and beyond.
- 11.12. Governors warmly welcomed the proactive approach that the SLT had taken to developing a new curriculum for a new era as London emerged from the pandemic. Noting that work was already well in hand, and that the GLA and the Department for Education (DfE) both planned to launch skills campaigns early in 2022, they looked forward to reviewing all these issues in more detail at the Strategy Development Session in February. In the mean time, it was vital for Morley to maintain a high profile: unless the College continually put itself in front of potential learners it would struggle to maintain even the market that it had today.

*At this point Jonathan Slater and*



development of an appropriate curriculum to meet the requirements of a post-Covid world would be a priority for the Committee in 2021-22.

15. Remuneration Committee

15.1. The Board received and considered the approved draft minutes of the Committee's recent meeting and its Annual Report for 2020-21. The Committee Chair told the Board that the Committee had considered the question of where in the committee structure responsibility for people and organisational development should lie, but had recommended that a decision be deferred until after the forthcoming external review of governance. She also drew the Board's attention to the importance of the People Strategy and the need to allow sufficient time for board discussion of this, ideally at the forthcoming Strategy Development Session.

*At this point the Staff Governors and all College Officers other than the Principal and Clerk left the meeting*

15.2. See reserved minutes (Principal and external governors only)

15.3. See reserved minutes (Principal and external governors only)

16. Other business

None

17. Date of next meeting

Confirmed as Monday 28 March 2022 at 4.30 pm at the Waterloo Centre, with an additional meeting to be held on Monday 7 February 2021 at 5.15 pm at the Stockwell Centre following the conclusion of the Governing Body/SLT Strategy Development Session.

The meeting ended at 7.20 pm

Martin McNeill  
Clerk to the Governing Body

Confirmed as a correct record at the meeting held on 28 March 2022

and signed by.....(Leisha Fullick) (Chair of that meeting)

## SCHEDULE OF OUTSTANDING ACTIONS

Minute	Action	Responsible	By when	Progress
30 March 2020				
1.2	Find opportunity to thank Mr Seriki and Dr Ketteridge for their past service  Update July 2021  Recognition event for all governors retiring after long service in 2019-20 and 2020-21 to be arranged in late 2021 or early 2022	Clerk	31 March 2022	
22 March 2021				
8.1	Investigate further opportunities for benchmarking of KPIs  Update July 2021 (Minute 13.3)  Benchmarking opportunities to be fully considered in setting of 2022-23 KPIs	Principal with SLT	June 2022	
8.5	Consider including 'percentage variance' column in management accounts  Update November 2021  Format to be reviewed and any changes introduced from 2022-23	CFO	From November 2022	
19 July 2021				
13.1	Consider alternative questions to be used in annual student satisfaction survey  Update December 2021  Full review of student surveys to be undertaken in first half of 2022 and considered by QS Committee	Clerk (to include in QS work programme)	31 December 2021	

